

# **Women's Soccer Player Development: An International Comparative Analysis of the Top Women's Soccer Countries**



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## TABLE OF CONTENTS

Purpose	4
Objectives	4
Research Observations	5
Narrative	8
Methodology	8
Comparative Countries	8
Criteria for Assessment of Women’s Soccer Development	8
Research Limitations	10
Summary of Macro Levels Variables	11
Summary of Micro Level Variables	11
Summary of Micro and Macro	12
Meso Level Variables: Evaluation of Countries	12
Australia	13
Brazil	19
Canada	21
England	25
France	29
Germany	34
Japan	40
Norway	46
Sweden	51
United States	56
Outputs	62
Bibliography	64
Appendix	65
Research Survey	66

## **Purpose**

The purpose of the Women's Soccer Player Development Research Study was to conduct a comparative analysis of the soccer development philosophy, theories, and structures of countries that have been identified as leaders in women's soccer internationally. This was accomplished by identifying quantifiable measures and predictors and reviewing policies, procedures and practices of countries for the purpose of presenting best practices in women's soccer development that can be shared with the international soccer community.

## **Objectives:**

With these factors in mind, the researchers' objectives were to evaluate:

- the player development and talent identification strategies and systems of leaders in women's soccer in the international soccer community.
- the level of sport participation and football/soccer pathways within a country.
- the role, level and type of support, resources, structure and cooperation of the federal and local government, sport ministries, soccer federation and clubs in the football/soccer development process for women's football/soccer within a country.
- the financial support provided to women's football/soccer within a country.
- the quantity and quality of national and regional training facilities.
- The opportunities for careers and post-careers in football/soccer.
- the use of sport sciences.
- the degree of coaching development and provision.

## Research Observations

Based upon the comparative analysis conducted on the nine countries the following trends were identified in regards to the nine pillars of Sport Policy Factors Leading to International Soccer Success.

In:

- seven out of ten countries the women's budget was approximately 10% of overall operating budget for the federation. Norway's budget was 8% and Japan's was 4%. The average budget for the women's program in the federation was \$6,983,027.
- seven out of ten countries women's soccer is integrated and not a separate department in the federation. Germany and Canada have separate women's soccer departments in the federation. Australia was separate but recently was incorporated back into the overall federation.
- all countries females are playing with males. Three countries, Australia, Germany and Japan, encourage and/or create an environment for its elite female players to train and or compete against boys up to and including the higher age levels in the player development structure. The others do not create the environment and females stop training and competing against boys in the early teen age years, although it may occur informally or be initiated at the club level.
- eight out of the ten countries, do not mandate a system play for its national team programs. The system is left up to the coach of the team. The two countries which do, Germany and Australia, mandate a system and also encourage the system to be used down to the regional levels.

- seven of ten countries have a national training center. Germany, Norway Sweden do not. Five out of nine have federation sponsored regional training centers. Germany, England, Norway, Australia and France have Federations Sponsored Center of Excellence that are club neutral.
- eight of the ten countries have an established and publicized player development plan in place. Brazil and Norway do not. The stages in those plans range from three to seven. Plans are communicated through coaching schools, seminars by federation to regional and local organizations and by having coaches observe training sessions. Germany, Japan and Australia have strong regional presence in country to emphasize the plan.
- six of the ten countries identify and begin training players for the national team at age 13; Germany, Canada, England, Norway, Brazil, Australia. Japan starts at age 12; France and the US at age 14 and Sweden at age 15.
- three countries Germany, Canada and Japan have a set criterion for the evaluation of players. The others have an unstructured evaluation process.
- all ten countries disseminate sport science research to their coaches and staff. Only Germany funds research in women's soccer. Three countries have a Sport Science Institute and Norway has a Soccer Specific Research Institute. All countries incorporate sport science principles to varying degrees and emphasis into the training and conditioning of their players.
- eight of the ten countries encourage multisport participation up to age 12 and even beyond. Canada and England put emphasis on developing the athlete first and the soccer player later which is consistent with the Long Term Athlete Development model that they follow. It can be argued US players are often pressured into one sport at an early age and

in Brazil soccer is the only sport available to the underprivileged portion of the population.

- eight of the ten countries sponsor a senior women's league. Canadian teams participate in US based league. Brazil does not have a senior women's league. All nine have a cup championship. In Germany, Australia, England, France, Japan and Norway the women's teams are aligned with men's clubs. The US Senior Leagues teams are not. There is a disparity in the number of players who are paid to play by the clubs and to the degree they are compensated. It is often the case if a player is compensated it is not enough to be viewed as fulltime pay.
- nine of the ten countries, national team players receive a stipend from the Federation. Brazil does not pay stipends to players.
- nine of the ten countries, encourage women to pursue coaching within either the federation or the club environments and encourage women coaching women. In the US, Germany and England there are opportunities to have coaching women's soccer as a career. In other countries it is not as common.
- nine of the ten countries support its national team programs to participate in international competitions beyond qualifying games and events. The numbers usually vary based on FIFA competitions.

## **NARRATIVE**

### **Methodology:**

Comparative analysis enables one to learn from other systems facing similar issues. Houlihan (1997) notes that the benefit of the exercise is that it enables a researcher to view issues and/or problems from a broader perspective and avoid limiting the range of policy options considered because of a national parochialism. Heidenhemer (1990) added that even if there are no direct lessons, comparative analysis will often throw light on hidden assumptions operating within a country. Finally Rose (1973) sites that comparative analysis prevents culture-bound generalities and allows a country to borrow policies, processes and institutions to solve a domestic problem and improve practices.

The researchers administered the same survey to all participating countries. In some cases the researchers met with federation representatives in person (Brazil and Germany), in other cases a representative from the federation completed the survey (Japan, France, Norway and Canada ) and in third, the researcher made a follow up phone call for clarification of information that was on the submitted survey (England, USA and Australia).

### **Comparative Countries:**

Germany	Japan	Australia	Brazil	USA
Norway	England	Canada	France	Sweden

### **Criteria for Assessment of Women's Soccer Development**

De Bosscher, Bingham, Shibli, van Bottenburg, DeKnop (2008) cited that there are a wide array of widely accepted factors which determine success in elite sport. De Bosscher et al

(2008) stated that they could be classified on three levels: the athlete and their close environment (micro-level); sport policies and politics (meso-level); and the social and cultural context people live in (macro-level).

Past research has attributed a great deal of elite sport success to macro-level variables such as gross national product, population, geography and climate. The common characteristics of these variables are that they are outside of the control of sport leaders and policy makers but yet they have a significant impact on elite performance. De Boscher, DeKnop & Heyndels, (2003) have put them at approximately 50%. De Boscher et al (2008) stated that recently the macro-type variables have been identified as less dependable as predictors of elite athletic success but they still can play an important role in dictating international women's soccer success. For the purpose of this research, Gross Domestic Product, population, degree of competitiveness and government stability factors were the macro variables that were measured.

Micro level variables for the purpose of this study focused upon both soccer and non-soccer related variables. Soccer culture was measured by the men's and women's FIFA points; and the number of soccer participants and percentage of the population who play soccer. The women's soccer culture was measured by the total number of female players; the percentage of the overall players in a country who are female, the percentage of the female population who play the game and the number of clubs offering more than one women's team. The non-soccer variables included the Cultural Dimensions Index developed by Hofstadte (2001) that included Power Distance Index, Individualism, Masculinity, Uncertainty Avoidance and Long Term Orientation; the gender gap between males and females in a culture as measured by the World Economic Forum's Global Gender Gap Index (2008) and the World Bank Global Competitiveness Index (2009).

As stated earlier, in recent years more countries were focusing on the meso-level variables, for as a soccer federation they have a greater measure of control of these variables and thus can develop policies and practices and allocate resources to be more efficient in producing desirable outputs in terms of player development and international performance. A review of literature into variables that impact elite sport performance by De Bosscher et al(2008) led to the identification of nine variables that can impact elite sport performance: financial support, integrated approach to policy development, participation in sport, talent identification and development system, athletic and post career support, training facilities, coaching provision and development, international competition and scientific research. These variables serve as the theoretical foundation for the report.

### **Research Limitations**

Within the research process there was this limitation.

The budget numbers presented may or may not reflect the overall spending on women's soccer within the federation. How budget categories are determined vary by federation and shared expenses are difficult to calculate. Also the budget number does not reflect the overall spending on women's soccer within a country at the club level, intercollegiate level etc.

## **Summary of Macro Level Variables**

In terms of evaluating the macro level variables of Population, Global Competiveness, Worldwide Governance Indicators and Gross Domestic Product, the researcher analyzed all 127 countries who have earned FIFA points in the Women's World Rankings. The researchers found that there were significant positive correlations between all of the stated variables. The Worldwide Governance Indicators (WGI) project reported aggregate and individual governance indicators for 213 economies over the period 1996–2009, for six dimensions of governance: voice and accountability, political stability, absence of violence, government effectiveness, regulatory quality, rule of law and control of corruption. In summary countries with larger populations and large economies who are competitive economically and who have stable and well-run governments have a greater chance for success internationally in women's soccer.

## **Summary of Micro Level Variables**

There are also significant correlations between both soccer and non-soccer related variables that are micro in nature in that they define the athlete and the society in which they live and success in international women's soccer. In terms of soccer culture there were significant correlations between the women's FIFA points earned, the percentage of the overall population who play soccer and percentage of the male population who play soccer and FIFA men's points. In terms of the strength of women's soccer there were significant correlations between the percentages of females who make up the total soccer playing population in a country as well as the number of clubs who offer at least one women's soccer team.

In regards to non-soccer variables, there were significant correlations between FIFA points and Hofstede's Cultural Dimensions of power distance index (PDI), individualism, and

uncertainty avoidance. In the case of power distance index, there is a significant negative correlation between the power distance index and FIFA points. The PDI measures the degree of inequality in a society as well as the acceptance of that inequality as well as degree a society encourages movement between classes and cooperation between classes in the society. Those countries who promote equality and movement within classes perform better in women soccer. In terms of individualism, there is a significant correlation with those countries whose citizens hold themselves accountable for their actions and who are self-reliant. Finally a country that has a low ranking in the Uncertainty Avoidance Dimension, meaning it that has fewer rules and does not attempt to control all outcomes and results and has a greater level of tolerance for a variety of ideas, thoughts, and beliefs, has a greater chance for success internationally in women's soccer.

### **Summary of Micro and Macro**

Those micro and macro variables that had the strongest correlations to international success were clubs with more than one women's team; FIFA Men's Points; the cultural dimension of Uncertainty Avoidance; the percent of the all players who are women; population of a country and the political stability of a country. Combined, these variables account for 70% of international success in women's soccer. That leaves the remaining 30% in the hands of the soccer federation and the meso-level variables.

### **Meso Level Variables**

The researchers conducted an in depth analysis of nine countries in relation to the meso variables. Presented below in alphabetical order is a summary of each of those countries in those nine variables.

# **Football Federation of Australia**

## **FIFA World Ranking 9th**

### **Financial Support**

In 2009, the Football Federation of Australia's (FFA) overall budget was \$90 million (USD). The expenditure for women was approximately \$2.5 to 3 million. The Australian Sports Commission (ASC), the government agency that oversees sport in the country, does provide funding to the federation for certain aspects of football and elite football development. The Australian Institute of Sport (AIS), which is the elite division of the ASC, provides \$150,000 for the women's senior national team head coach and a full time administrator. It also provides funds for the training of athletes; the federation covers expenses associated with international competitions. Neither the ASC or AID provides funding for the maintenance or development of facilities nor does it fund state, regional or local sporting organizations. Such funding can be requested from the State/Territory Departments of Sport and Recreation.

### **Government and Federation Support and Structure**

The (ASC) supports sport in general in Australia and as stated above. Women's soccer benefits from this support. The support comes in the form of financial and educational support. The FFA itself has clearly stated goals to grow the game of soccer within the country from the grassroots level to the elite level and aspires to be a top 10 team in women's soccer by 2012. The women's program is integrated into the overall federation, it is not a stand lone unit or department and benefits from all the resources of the federation and this format combats isolation. The Federation has a head of national team who oversees both the men's and women's national team programs. The women's national team is known as the Westfield Matildas and it

has three coaches, a fulltime head and two assistants who are part time; a team manager and a media person.

In terms of the FFA's impact across the country, there is a clearly defined relationship between states, the member federation, and the FFA. Each member federation is responsible for the organization, promotion, and administration of football throughout its own state, regional, or territorial jurisdiction. Accordingly, a member federation has jurisdiction to stage or sanction competitions or matches within its own borders. In the past each state was autonomous, but in the new model the states are more under the national body. A national technical director oversees the state technical directors who implement the national curriculum with players and coaches. In the past the state technical director only answered to the state body. These individuals still work with the state but get direction from the national technical director. The Federation identifies the person but the state pays the salary. Also funded by the federation are eight fulltime coaches, all women, in each city and/or state. Their primary role is to train the elite players in those cities and areas as well as to train and identify younger elite players. One of those coaches will coach one of the youth national teams and will coach one of the W League teams. The ultimate goal is to have a person in each area that focuses solely on the younger elite players in the area.

### **Participation in Sport (Organized and Unorganized)**

*Play for life...join a sporting club* is a national campaign that encourages children and families to participate in club sport. It is administered by the ASC and is funded through state and territory departments for sport. At the Primary Level: The Active After-school Communities program is a national initiative that provides primary school children with access to free sport

and other structured physical activity programs in the after-school time slot of 3:00pm to 5.30pm. The ASC manages the AASC program nationally through a network of locally based regional coordinators. AASC regional coordinators coordinate the delivery of the program in primary schools and OSHCS using local sporting clubs; volunteers; private providers; teachers and OSHCS staff; retirees; senior, secondary and tertiary students and family members.

The FFA has no set policy on multisport participation but athletes tend to play multiple sports and in their teenage years begin to make a commitment to football only. An observation made by the national team coach “that sports don’t have seasons” was interpreted as meaning that kids play sports throughout the year and this was demonstrated by the fact there is an individual who made both the cricket and women’s soccer national teams.

### **Talent Identification and Development System**

In 2008 the FFA launched the National Youth League, NYL, to give youths a pathway to the professional level. The purpose of the curriculum is to provide a soundly based, consistent, and coordinated national Talent Development and Identification Program for football in Australia that aims to achieve a major improvement in the quality and performance of Australia’s top coaches, players, and teams. A structured pathway is in place for the identification and development of Australia’s elite players aged 14 -19 on the men’s and women’s side as well as a uniform nationwide structure for youth ages 8-14. The focus of each developmental level is as follows: Skill/technique training is the foundation (8 to 12 years); Positioning games and passing exercises are essential daily drills (12 to 19 years); In every training session/exercise the relationship with the game must be recognizable (12 to 19 years); training = Conditioning; Conditioning = Football training (15 to 19 years); The development of tactical insight, ‘reading

the game' (12 to 19 years); independent problem-solving (12 to 19 years); creative individual play (8 to 19 years). The FFA also provides a recreational pathway for both players and coaches that have a similar structure.

For talent identification, every year there is a national championship held at ages 13, 14 and 15. Each state enters a team made up of its best players and from there players are identified for the national team camp. Players may be invited to national team camps starting at age 13. The age groups are in a camp-based program where the team comes together every four weeks versus a resident program where athletes are on site year round.

There is a national playing system, 4-3-3, that is promoted throughout the different levels. There is a document on the FFA website that explains the rationale. It breaks down the strategy from a defensive and offensive side of the ball and gives in-depth diagrams for how to position the players. It is promoted to the youth ages because the "positions and attached basics are logical and recognizable, which makes learning to play as a team easier to develop.

### **Athletic and Post Career Support**

There are 23 players under contract with the senior national team. This is an important source of revenue for the players. There is Women's professional football in Australia. The Westfield W-League was launched in 2008 which provides top level competition for women's players. There are currently seven professional Clubs: Adelaide United, Brisbane Roar, Melbourne Victory, Newcastle Jets, Perth Glory, Sydney FC, and Canberra United. The season is a ten game season and some players are paid between \$500 and \$600 a game while some are not paid at all. The Women's teams are linked to the Men's A League teams.

Prior to the professional league females can attend sports high schools; these are very similar to a center of excellence. There are scholarships and part of curriculum is football training. In some cases they are government funded schools, so the athlete does not have to pay for the tuition while getting the training. If it is a private school, there is potential for a scholarship for elite level players. The Centers of excellence are not tied to the high school and this can lead to conflict over training with high school sports, while there is not as much conflict over games. There is a recognized need for better coordination. Universities are beginning to offer scholarships. In terms of training, support services such as a team doctor or physiotherapist, strength condition, nutrition sports are open to all sports including women's soccer.

### **Training Facilities**

Given the significant growth in football participation, access to, and management of, adequate facilities remains a key challenge for grassroots football. The FFA and the Member Federations have been proactively participating in the Federal Government's \$1 billion community sports facilities program to ensure that football is optimally-placed to receive an appropriate share of this important funding, commensurate with the relative size of a community. In addition to this, resources to support clubs to be developed under the new national Football Development Plan will incorporate advice on optimizing available facilities, and engaging effectively with relevant authorities to ensure additional facilities are available where necessary.

The National Training Centre (NTC) Programs assists nationally identified athletes, or those with the potential for identification, to best prepare for the game at the highest level. The NTC Program aims to provide talented and elite players with the opportunity to develop their skills and ability through structured skills and a physiological development program. There are several sport specific national training centers including those for Football.

## **Coaching Provision and Coaching Development**

The National Coaching Accreditation Scheme (NCAS) is Australia's system of training and accrediting coaches, in which more than 70 sports participate. It is recommended all coaches become accredited through the NCAS. NCAS training programs include general coaching and sport specific principals. In order to consolidate a national approach to coaching development, the ASC established a network of State Coaching Centers in partnership with State Government agencies responsible for sport. This has been done through the provision by the ASC of a salary subsidy for the employment of a coaching development coordinator in each state.

Within soccer specifically, the FFA offers a pro license as well as A, B and C licenses. Females possess 4% of the overall licenses that have been awarded. There are only two female coaches who hold the pro license in the country and there are seven females who hold the A license. The FFA is making a concentrated effort to offer more coaching certification courses with an intended aim of getting more female coaches certified.

## **International Competition**

The FFA supports international friendlies primarily for the Senior National team, for the cost of travel is high based on Australia's geographic location. The Australians have benefited from moving into the Asia region in that the path to winning the region and qualifying for the World Championships is more challenging and therefore more of a commitment has to be made to prepare for the more challenging region. Australia has expressed interest in hosting a world cup in the future.

## **Scientific Research**

The Australian Institute of Sport (AIS) created the AIS Movement Science division to research Biomechanics, Performance Analysis, and Skill Acquisition in sport for the country. The AIS also has a Performance Research Centre where they evaluate and critique training and performance in sport. If the FFA wants a study to be done it will request the AIS to complete it.

## **Brazilian Football Federation**

### **FIFA World Ranking 3rd**

### **Financial Support**

The women's football budget is approximately 10% of the total federation budget.

### **Integrated Approach to Policy Development**

There is a Sport Ministry but they do not financially support the soccer federation. Within the Soccer Federation the women division has a director and three full time employees directed towards the women's program.

### **Participation in Sport**

Brazil is a sporting nation and football is the most popular sport in the country. Youth play the game informally in neighborhoods and later enter clubs to get more formal training. Sports programs and physical education classes are offered in schools. Girls may play other sports like volleyball and athletics along with football. Also, fustal, a version of soccer, is a popular activity and is viewed as instrumental in the development of the skills of football players.

## **Talent Identification and Development**

The Brazilian women do not have a clear talent identification plan in place, but players usually enter the club environment at age eight and begin to receive formal training around ages 11 or 12. At younger ages, games are not played, the focus is on training. Ball control is the most important skill. Players are encouraged to discover their position at 11 to 12 and at that point team concepts are introduced along with the individual skills. The coaches of the national teams are coaches of clubs who leave the club to coach the national team and return to the team after completing coaching the team. The coach determines the system of play for the team and there is not a mandated or suggested system of play between the age groups. The coach has trusted colleagues to serve as scouts to identify players. The evaluation is done at cup competitions where the best clubs teams gather to compete. Girls play against and with boys in informal play and within clubs. **Athletic and Post Career Support**

There is no formal league, but some players can get paid by clubs to play for the club in tournaments and cup play. The federation does not financially support the national team players. Several top players play overseas

## **Coaching Development and Provision**

The federation does offer coaching certification but there are not many women who have received the certification. There are not many opportunities for women to coach as a profession. The senior national team is coached by a male.

## **Training Facilities**

There is a national training center for football but there are no formal regional training centers. Clubs have training facilities that are of high quality.

## **Opportunities for International Competition**

Brazil is hosting the Men's FIFA World cup in 2014 and the Summer Olympic Games in 2016, but has not hosted a major international women's football tournament in the past. In terms of international competitions, in most cases the federation will pick a team six months prior to a tournament and then train 20 days each month leading up. Traditionally the teams will not play many international friendlies prior to an international tournament.

## **Sport Science**

Sport Science is not an important factor within the federation.

## **Canadian Soccer Association**

### **FIFA World Ranking 8th**

### **Financial Support**

In 2009 the total national expenditure on women's football was \$4,170,020 USD, which represents 32% of the national expenditure on football. The total expenditure on football increased \$5,526,237 between 2000 and 2010. The total expenditure on women's football increased \$3,062,677, from \$1,107,343 to \$4,170,020 between 2000 and 2010, a 376% increase. This \$4,170,020 represents all of the money spent on elite women's football in Canada. The money all comes through various government initiatives as women's football in Canada does not generate revenue.

### **Integrated Approach to Policy Development**

The Ministry of Sport is involved in the creation and implementation of policy initiatives with the National Federations. Sport Canada, the national sport initiative, develops policies, provides financial support through funding programs and undertakes a number of special

initiatives to develop Canadian Sport Policy goals. Within the Canadian Soccer Federation there is a Women's Committee, whose chair is the women's representation to the CSF governance. The responsibilities of this office are defined as to provide direction for women's soccer programs and offer recommendations to committees, to identify, support and promote women into leadership positions, to make recommendations to the Board of Directors on behalf of women's soccer, and to assist and refer to the appropriate committees current and past contributors of women's soccer and offer services and programs. The women do not have a separate division in the Association.

The CSA has a Director of High Performance who manages all aspects of high performance development for the Association, with the exception of the Women's National and U20 Teams. The WNT Head Coach is responsible for all high performance for the U20 and Women's National Teams while the Director of High Performance oversees the younger teams. Organization, internal budgeting, and resource allocation are done collectively by the budget management team to best meet organizational objectives.

### **Participation in Sport (Organized and Unorganized)**

The total number of women's soccer players is 327,634 youth and 49,819 adult females. The Population of Canada in 2008 was 33,506,000. Its total women playing soccer was 377,320. This equates to 1.1% of all females in Canada play soccer.

### **Talent Identification and Development System**

The women's program follows the Long Term Player Development (LTPD) model for player development. There is not a system-related talent selection mechanism that is non-sport

specific, but there is a system-related talent selection mechanism available within the CSA. Talent identification through the Provinces starts at the U13 age group. U14, U15, and U16s can progress through the NTC's player identification system. The CSA values talent identification very highly, ranking Soccer Skill and Soccer IQ as being very important and Psychological and Anthropomorphic criteria as being important in its evaluation of the female players. The LTAD "*Wellness to World Cup*" clearly defines the recommended number of sports for the different age groups. It encourages the athletes to focus on three to four sports between the ages of 6-8, three sports between 8 and 11, 2 sports between 11 to 15, and solely on soccer for elite players after age 15. Girls are not encouraged to play with and against boys, but it does occur in situations where there are not enough girls.

### **Athletic and Post Career Support**

There is not a nationally coordinated system and financial support for the combination of elite women's soccer and studies in the secondary or higher education systems. Canadian players can earn scholarships in both Canada and the United States to play soccer and that is a common occurrence (e.g. Christine Sinclair). Also, there are eight Canadian based teams in the United Soccer Leagues W-League. Some of the players are paid, but not enough to sustain themselves. The league runs from May to July. Women's national team players are compensated by the Federation.

### **Training Facilities**

As of now, five national training centers exist: British Columbia, Prairies, Ontario, Quebec, and Atlantic. The control, maintenance, scheduling, and management of these centers fall under a joint venture between the CSA and Provincial/Territorial Sport Associations. Travel

time to the NTCs varies for players and coaches and due to Canada's geography could be up to 10 hours. The players travel in for camps as opposed to a residency program.

### **Coaching Provision and Coaching Development**

There are 600 female coaches within the Federation with a 'B' License, and another 80 with their 'A' License. A national database of registered coaches exists, which includes the names, contact details, courses taken, and the certification status of the coaches. There is also coaching education for elite coach qualification. Former national team players are encouraged to pursue coaching careers. There are limited opportunities for a career in coaching women but there are stipends and opportunities for coaching W-League teams.

### **International Competition**

There is limited availability of funding for the bidding for and the staging of major international women's soccer events. In 2009, the Senior Women's National team competed in ten international contests, while the Under 20 Women's National Team played six, and the Under 17 Women's National Team played in two international exhibition contests. On a club level, amateur clubs receive permission but no financial support from the Canadian Soccer Association to participate in international competitions. Canada is hosting the 2015 Women's World Cup. There is no mandated system of play for the national teams; coaches choose the system his or her team plays.

### **Scientific Research**

Several national sport science research centers exist across Canada in Ontario, Pacific, Atlantic, Alberta, Montreal, and Calgary. However, no national research center is specific to

soccer. Sport nutrition, strength and conditioning, exercise physiology, and training design are highly stressed and incorporated into elite women's soccer, while sport psychology is stressed less highly than the other categories. Generally, scientific research is disseminated to women's soccer through the Canadian Sport for Life and the LTPD, but the head coach can call on her network of experts to provide updates on research. Subsidies do not exist for research related to women's soccer. Universities would be the only avenue for research related to soccer and women's soccer. Sport scientists interact with the National coaching staff at the discretion of the head coach and her requirements, and they rarely interact on the club level with the clubs themselves.

## **English Football Association (FA)**

### **FIFA World Ranking 6th**

### **Financial Support**

The overall operating budget for the English Football Association in 2010 was 117.9 EM and the women were allocated 7.6 EM, or approximately 6.4%. Men's and women's football budgets are very integrated. The women's soccer budget provides funding for the international teams, the women's super league, competitions, and the women's FA cup, development of the game, and youth and talent development. Women's soccer does not generate revenue for the FA as fees from matches bring in around 70,000 pounds. Sport England provides 25 million pounds over 4 years for all of football development including the women and meets regularly with the FA to look at achievement and to work with the FA to make sure that the money is being spent efficiently in the development of football. Also the women's game gets 1 million pounds specifically for the Centres of Excellence.

## **Integrated Approach to Policy Development**

Women's football is integrated into all of the departments of the FA. With that said, there are 14 full time staff members devoted to women's football. There are nine members in Club England who work with the teams including a head coach, assistant coach, one exercise scientist, a physiotherapist, a player development manager, and four administrators. There are four staff members in Football Services, and one person in Marketing. The rationale for women's football being integrated is to prevent isolation of the division, to promote cooperation and prevent duplication of services. There are 16 regional coaches who work with both boys and girls and who are full-time paid employees of the FA.

## **Participation in Sport (Organized and Unorganized)**

In England there are 151,000 females who participate in football once a week, which is .07% of the female population in England. Six percent of club members are women. Little research has been done on what sports girls play besides football but swimming, gymnastics, netball, and athletics are popular sports. It appears as if talented girls play every team sport their school provides until they leave secondary school.

## **Talent Identification and Development System**

England's women's soccer development follows the LTAD Model that includes seven stages. Youths, ages 5-11, follow The Tesco Skills Program. Talented girls age 8-16 advance to Centers of Excellence and 12 to 15 year olds may attend Regional Camps. Girls age 16 and up attend academies that also provide education where they have access to education and elite level coaching through the age of 22. There is a government department that gives funding for colleges who can bring in girls for further training and higher education. The money is used to assist in paying for classes and coaches.

In terms of talent identification, evaluation and selection, the responsibility is given to the lead coaches of each team in consultation with assistants, scouts and past coaches who have worked with and evaluated the players. There is also communication with a players' team manager

The training for scouts is separate, but the documentation similar, although some elements of the documentation are changed to suit the needs of the women's game in order to gain greater insight into the player or opposing team. The psychological, soccer skill, soccer IQ and physiological variables are all considered important in the evaluation of the players. A 4-3-3 system is a mandated system of play except for the U15 team. The system is integrated through international staff meetings so coaches understand the philosophies. Practical pitch based sessions for confirmation to enhance implementation and where possible opportunities for coaches to work alongside other age groups

### **Athletic and Post Career Support**

The Women's super league has eight teams and 87 women on semi-professional contracts. The players could receive salaries from several thousand to 20,000 pounds. The FA pays 20 England women's contracts which include 16,000 per year.

### **Training Facilities**

The national training center will be at St George Park. In the past the FA used other venues for its events. These changed frequently. This will be the first National Coaching and Development facility that the FA owns and operates. England is made up of eight regions and 46 local areas. The FA is working on reducing the number of Centers of Excellence from 50 to 32 and opening 30 Player Development Centers because the jump from clubs to a center is often too great of a jump for most youth players. The average time spent for athletes to travel to centers is

not more than an hour and a half. The players attend two days a week and once a weekend. There is a database of soccer infrastructure and elite soccer facilities. All centers have a license. To acquire a license a club must fill out an application which has information on the facilities, coaches, qualifications, and players.

### **Coaching Provision and Coaching Development**

The FA makes large efforts to recruit women players to pursue a career in the coaching profession. There were 100 female level 3 and 4 coaches in 2008. The FA wants to license another 100 by 2012. They look for high level female coaches to move through the UEFA 3 and 4 levels. All of the female coaches on the WNTs have UEFA level 4 licenses. Three coaches in the women's FA system have at least a pro license. As stated there are 16 regional coaches who work with boys and girls who are full-time paid employees of the FA, some of them are females.

The WNT, U19, U17, and U15 coaches are female. There is an opportunity to become a fulltime coach in the Women's Super League. Each club has a manager and an assistant manager. The FA also pays for 50 fulltime women's football development officers to develop the women's game, most of whom are female. Their responsibilities include giving local support and helping run programs in the clubs and schools.

### **International Competition**

In 2009, the Senior Team played a total of 20 international matches including European Championships and qualifiers; the Under 20 team played two games and the Under 17 played approximately seven games. There is availability of suitable international friendlies and/or tournaments for Women's National teams to play but it is difficult when in a qualifying year but it has been managed to organize friendlies when in training camp environments. The WNT also participates in the Cyprus cup on an annual basis.

## **Scientific Research**

Although there is not a specific national research centre for sport of soccer research, there are soccer specific research groups at Universities (e.g. Football Exchange at Liverpool John Moores University) and research groups within football clubs. There are some grants available from the FA to conduct soccer research. There is hope to create a Research Centre at the new National Soccer Centre at St. Georges Park.

The sport science areas of sport psychology and sport nutrition are viewed as important by the FA for women's soccer and strength and conditioning, exercise physiology and training design are viewed as being very important. To disseminate scientific research to women's soccer coaches and administrators, in-service training for Centres of Excellence staff and International training programmes are sent to club coaching staff.

Sport scientists interact extensively with the National Coaching Staff. They travel with the international squad and offer support and information when the squad and coach are not in camp. All clubs in the WSL have a sport scientist working with them and the sport scientists who work with the International teams also liaise with the clubs on a regular basis.

## **French Football Federation (FFA)**

### **2011 FIFA Ranking 7th**

### **Financial Support**

In 2009, the total national expenditure on sport was 42.9 million Euros, which is \$61.68 million USD. The total nation expenditure on football was 2,8 M€, \$3.97 million USD, and the total national expenditure on women's football was 425,400 €, or \$611,682 USD, 15% of total budget. Between 2000 and 2010 the total expenditure on football increased by 25%.The total

expenditure on women's football also increased by 25% over the same time period. Women's football does not generate revenue for the Football Federation.

### **Integrated Approach to Policy Development**

France does have a Ministry of Sport and it works together with the National Federation to develop an objective contract. A Women's Division/Department does not explicitly exist within the FFF. The Amateur Football League (LFA) works on women's football development and the National Technical Department (DTN) works on all the technical tasks of women's football. The DTN's responsibility is to select players as well as to train and to organize all logistics for the national team. The FFF coordinates all the expenditures for women's football at the national level. Each Regional League coordinates expenditures for women's football at its regional level. Individual Districts and Clubs coordinate expenditures for women's football at the local and club level. There is one woman in the Executive Committee and two women in the Higher Authority. There are females within the Federation Governance, in fact a female, Brigitte Henriques, serves a General Secretary.

### **Participation in Sport (Organized and Unorganized)**

The national statutory amount of minimum time for physical education is 3 hours per week. There is not a mandatory amount at the Primary Level and at the Secondary Level, 3 to 5 hours per week is required, and more is optional. Football is not a required physical education offering; only a multi-sports education exists.

The number of individuals who participate in football at least once a week is 2.5 million. The number of females who participate in football at least once a week is 75,000. The total number of registered women's football clubs is 80. The total number of women's football club

players is 55,000. The total number of women's football players as a percent of population is approximately 1%.

### **Talent Identification and Development System**

There is not a system-related, non-sport Specific talent selection mechanism available. There is a system-related talent selection sport specific mechanism available by region selection and observation. There is a nationally coordinated system and financial support for the combination of elite women's football and academic studies in the training center called "PôleEspoirs". There is a nationally coordinated system and financial support for the combination of elite women's football and studies in a project. The French system doesn't work with education.

The Federation first identifies talent for the Women's National Team program at 14 years of age. Young women's football players work with an Amateur Regional Technical Coordinator for Women who take care of their training, development etc. Young women's football players receive training and participate in games with their team through the club system. Athletes are encouraged in secondary and high school to participate in multiple sports. Whether athletes' focus on multiple sports is a personal choice made by athletes with parental involvement. The most common sports female football players play besides football is not known. Athletic tests with technical observation are used to assess players at different development stages. There are three developmental stages, Local, Regional, and National. The objective of each of the developmental stages is to determine athlete progression and to evaluate.

The training and talent identification for females is the same as the one used for men. Psychological criterion is viewed as very important in the identification of elite players. Football

Skill is viewed as important. Physiological is viewed neutrally and Football IQ is unimportant in the identification of elite players. The responsibility of evaluation of the players at each developmental stage depends of the level. The preferred style of play for the senior women's team depends of the senior women's coach. It is not mandated that all levels of national teams play a system; each coach gets to implement his or her own system.

### **Athletic and Post Career Support**

There are five or six female football players receiving direct financial support from the federation. There is a senior women's League titled the D1. Only a few of the players in the league are paid. There are 12 teams in the league. There are approximately 35 games played in a season that runs from September to June. The Women's French Cup is the senior women's championship tournament.

There are 25 female players playing for pay with a club in France. There are two female players playing for Universities in the United States on scholarship. There is no coordinated support program for elite players. At the highest level women players can have a job, financial help, a specific planning for their studies or their jobs, specific exam's dates and they can pass public exams. There is a small effort to have former players be involved with Federation. There are efforts to have former players be involved at the club level. All training course are open to men and women, but no specific efforts are made to recruit players to the coaching profession. There are no efforts to recruit players to take administrative/leadership position in the Federation.

## **Training Facilities**

There is one national training center and regional elite football centers. The FFF/DTN has control of maintenance, scheduling, and management of the national elite football centers. The average time spent for athletes to travel to centers is 4 hours per week (to and from the centers.) Coaches live around the center and do not have to travel far. There is not a database of football infrastructure and elite football facilities.

## **Coaching Provision and Coaching Development**

There are around 3,000 coaches with Federation licenses. Nearly 1,500 coaches have refreshed their Federation licenses. A Women's coach can get the highest federation coach's degree if desired. A national database of registered coaches exists and it is composed by the coach's identification, date of birth, qualification's degree, and its date. A Football Training institute was created 2 years ago to support continuing professional development of coaches. All coaches have to recycle their football's knowledge by taking part to continuous training. Less than 1% of female coaches get a contract with a club and only two of them get a contract in the elite women championship.

## **International Competition**

There is \$350,000 MC, \$496,650 USD, available for the bidding for and the staging of major international women's football events in the country. The source of that funding comes from the FFF. In 2009 the Senior Team, Under 20, and the Under 17 played in 1 international contest each. The amount of international friendlies and or tournaments for Women's National teams to play in is dictated by the FIFA Calendar. There is no support from the federation for clubs to participate in international competitions.

## **Scientific Research**

A national sport science research center and a national research center specific to football exist. Sport psychology is viewed as very high in terms of the importance in sport science incorporated into elite women's football. Training Design is viewed as highly important and Sport Nutrition, Strength and Conditioning, and Exercise Physiology are neutrally important. Scientific research is disseminated to women's football coaches and administrators through continuing education. No subsidies exist for research related to football and women's football. Sport scientists do not interact with the National coaching staff. Sport scientists do not interact with clubs.

## **German Football Association**

### **2011 FIFA Ranking 2nd**

### **Financial Support**

The DFB is a self-sufficient organization and it supports women's football. The DFB has an annual budget of 80,000,000 Euros, \$113 million USD. Approximately 7.5% percent (6,000,000, \$8.5 million USD) of the budget is directed to the women's program. Of that 6 million Euros, 95% of the funds, approximately 5.7 million Euros, \$8 million USD, are directed to the elite aspects of the women's program. The remaining five percent is directed at grassroots initiatives.

The regional governments support soccer in that clubs receive funds if they place players on the senior national team or Under 20 team. In this system clubs are incentivized to place the development of the player as its primary focus. The Federal government does provide some

funds to the regions, but regions have the ability to generate its own revenue to support sport through taxes and lotteries.

Another source of potential funding is the German Sports Aid Foundation (Stiftung Deutsche Sporthilfe). Its purpose is to provide the moral and material support to athletes to compensate for their representing their country at international competitions.

The DFB women's national team games generate revenue but not enough to make them self-sufficient. The funds that are made are channeled back into the overall DFB revenue and not directed specifically to the women and girls program.

### **Integrated Approach to Policy Development**

Currently the Women's program in the DFB is a part of the Grassroots/Recreational and Women's Football Department. In 1996 a full time women's director was appointed. In 2011, Women's Football will become its own department within the Federation. Currently women's football has ten full time employees that have administrative responsibilities and there are seven fulltime coaches, one for each team: National Team, Under 23, Under 20, Under 19, Under 17, Under 16, and Under 15. A former women's national team coach oversees talent development, coaching education and sport sciences. Within the board structure there is a women's and girls' committee and there is a requirement that a woman be on one of DFB committees if it deals with women's football.

### **Participation in Sport (Organized and Unorganized)**

Participation in sport in Germany can occur in a variety of environments ranging from informal participation by oneself or with others, to sport clubs or commercial organizations. Physical Education is a part of the academic curriculum of schools but it varies by school and

region of the country. The amount of time that schools devote to Physical Education varies by schools and regions. On average two to three hours a week are devoted to Physical Education.

In 2010, there were 1,050,301 women and girls who were registered with the DFB. In 2005 there were 870,633 registered female members, which is an increase of 17.11% over 5 years.

Youth are encouraged to play multiple sports at early ages and as they mature they begin to specialize in a sport. It is part of the DFB developmental plan for future female footballers to play those sports that compliment soccer. Sports mentioned include athletics and gymnastics.

### **Talent Identification and Development System**

The DFB has implemented a structured nation-wide talent identification system that relies upon the existing club system, DFB licensed coaches, 360 Centers of Excellence and twelve Elite Soccer Schools. The DFB begins identifying athletes at age 11 for elite status in order to prepare them for Under 13 regional teams and for Under 14 and Under 15 national teams. There are also competitions for regional select teams (U 20, U 17 and U 15). There are 1,000 coaches paid by the DFB whose certification is at minimum a DFB B license who train the players at the Centers and there are approximately 60 coaches who test and evaluate the players.

The DFB has a clearly defined player development strategy that consists of five stages that are based on chronological age that lead to the national team. The development philosophy is communicated to coaches through the licensing of coaches and from coaching education programs offered by national team coaches to club coaches. The DFB does not directly control the training of the youth players at the club level. The development of the players at the youth ages is the responsibility of the clubs. Each of the stages has clearly defined objectives and desired outcomes for the players in the stage. Each stage builds on the previous stage.

Even though player development is the responsibility of the clubs, every female football player is within 30 kilometers of an elite training session at least once a week with a 12 to 1 player-to-coach ratio. The top players will attend an Elite Football School where they will be educated and have the opportunity to train with other elite players. The players are supported by their clubs and the DFB financially supports the schools. The sites of the Centers of Excellence and the Elite Schools will be discussed under the Facilities Section of the Report. Also select elite women players will be identified and will train with male peer group in Monday sessions with 12 to 1 player ratio up to the Under 19 age group.

### **Athletic and Post Career Support**

There are ample opportunities for women to play a high level of football in Germany through competing for a Bundesliga club. Approximately 35% the players playing in the first division can earn enough to sustain themselves. In most cases these individuals are national team caliber players. The remaining players in the first division and the majority of the players in the second division are paid but still have to have another source of income while they play.

The Bundesliga consists of 12 teams that play a 22-game schedule that runs from August to December and February to June. There is also a cup competition that runs from September to May.

The DFB does not compensate national team players for their service to the national team but they have all expenses covered and have access to DFB resources. They are compensated by their club. The U17 team gets 25 Euros, \$25 USD, per match and they also get all expenses paid.

Most national team players attend a university or receive their schooling through the army. The DFB encourages the players to attend college since they cannot support themselves

with just playing football for their entire career. There are student loans for university study but there is little financial aid available and there are no sport scholarships.

### **Training Facilities**

The DFB does not have a national center of excellence but there are 360 regional centers of excellence in the country so no player would have to drive more than 30 kilometers to gain access to one of the centers. Along with this, individual clubs have facilities for women players to train.

There are 10 to 12 Elite schools for women. An Elite School of Football "is a certificate for a well-functioning network of schools, performance center and association that guarantees that all the top talent can draw on comprehensive assistance and services with the goal of a parallel sporting and academic career development." A structure is mandated by the DFB in order to be recognized. Thirteen of the 22 players (62%) who competed in the 2010 U20 World Championships attended an elite school. The club sponsors the athletes stay at the elite schools and each school gets 30,000 Euros, \$42,000 USD, from the DFB and the regional government supports the schools.

### **Coaching Provision and Coaching Development**

The DFB is a resource in the development of coaching education. The DFB has 7,972 licensed coaches at the A, B and Pro License level. The DFB offers a C licensed course but does not keep records on the numbers who hold the license. It is estimated that there are 80,000 coaches of football in Germany meaning that 10% of those coaching have earned higher level licenses from the federation. This creates a ratio of one licensed coach for every 846 registered players and one coach, either licensed or unlicensed to 84 players. Of the 7,920 licensed coaches, 153 of them are women. Of that number 20 have the UEFA Pro License.

It should be noted that the B license is a minimum qualification to work with players at the Centers of Excellence, so that even though a player may be coached by an unlicensed or untrained coach at the club level, she does have access to a licensed coach.

### **International Competition**

The DFB has emphasized the importance of international competition at all levels and is making a major investment in hosting the 2011 FIFA Women's World Cup. There is a 50 million Euro, \$71 million USD, budget for hosting the event in June and July of 2011. The DFB is funding the event and will be able to keep the ticket revenue from the event.

In terms of competition, the senior national team will play 8 to 10 official matches a year along with the Algarve Cup and normally will play six friendly matches. The Under 23, Under 20, Under 19, Under 17 will play eight official matches in a year and on average five friendlies. The Under 16 and Under 15 squads will play on average four friendly matches a year. The DFB does not financially support clubs who wish to play internationally but they are encouraged.

### **Sport Science**

The DFB relies on sport sciences in the training and evaluation of player as well as in areas of strength and conditioning and sport medicine. The DFB utilizes Cologne University to do commissioned studies for the DFB that they utilize to enhance team and individual performance. Along with this, there was a sport science conference devoted to women's football hosted in Germany in 2005.

# **Japan Football Association**

## **2011FIFA Ranking 4th**

### **Financial Support**

In 2009 the total Japanese Football Association (JFA) expenditure on football was approximately 14,848,000,000 JPY or \$184,172,635 USD. The total JFA expenditure on women's football was approximately 612,000,000 JPY or \$7,591,167 USD, or 4% of the total football budget. The total expenditure directed at elite women's football was approximately 344,000,000 JPY or \$4,266,930 USD, 56% of the women's budget. The JFA handles the process to coordinate expenditures for women's football at the national level. The regional and 47 prefectural football associations handle the process to coordinate expenditures for women's football at those levels. The federation supports regional and local associations through subsidies. The process to coordinate expenditures for women's football at the local and club level is under the responsibility of the regional associations. Clubs are independent and individual from each other. Women's football does little to generate revenue for the Japan Football Association.

### **Integrated Approach to Policy Development**

The Japanese government does not have a dedicated ministry for sport but the Ministry of Education is at the head of the public sector of sports in Japan, particularly the "Local Education Boards", which have jurisdiction over school sport and over all local sport policy and facilities. Currently the leading department in the area of sport policy within the central government is the Ministry of Education, Culture, Sports, Science and Technology. In this structure the ministry is not involved directly with the football association's decisions.

The JFA developed the “JFA Declaration 2005” that set for the goals of Japan becoming a world football power with benchmarks set at the 15 year and 50 year marks. Along with the President’s Mission established in 2002 stated priorities, one of them being specifically the growth of women’s football but others that will contribute to the growth of women’s football. Within the JFA governance structure there is a Women’s Committee and there is representation on the JFA executive committee. Within the JFA there is a Women’s Department that exists separately from the men. In the department there are five operational staff members and twelve coaching staff members who are full time and who have elite women’s football performance as a core task. The overall goal of the department is to increase the popularity of women’s football and to implement and conduct various research and development opportunities for infusion, fostering of youth and technical reinforcement.

### **Participation in Sport (Organized and Unorganized)**

The national statutory amount of minimum time for physical education at the primary school level is four periods a week and at the Secondary Level, six periods a week. Football is not yet a required physical education offering but some schools include women’s football in its curriculum. Football is considered one of the major sports in Japan along with sumo, baseball and golf. The number of individuals and females who participate in football at least once a week is not known. There are approximately 1,200 registered women’s football clubs. There are approximately 40,000 women’s football club players. The percent of women’s football players as a percent of population is approximately 5% of total registered players in all categories including males.

## **Talent Identification and Development System**

There is a system-related talent selection mechanism administered by the Japan Olympic Committee (JOC). The JOC also has a system-related talent selection sport specific mechanism available. There is availability of information and support to develop talent development programs for women's football for all ages. The federation first identifies talent for the women's national team program at 12 years of age. Before age of 12, there is a strong focus on technique and small sided games in the early stages. This is done through the clubs and also through training academies that are club neutral. Japan is much more focused on the U12 age group than any other age group. The organization, hierarchy and focus on the U12's is a very strong point. In terms of overall development, there is very strong coordination between the local areas and all of the training centers NTC, National Training Center at the top, to the State TC, Local TC are very connected to each other. The way they are organized makes it very easy for them to all be on the same page. In terms of talent identification, individuality, uniqueness, and personality are key attributes for female football players.

In Japan, 70% of girls under the age of 12 and 20% of girls under the age of 15 are competing and training with boys. Girls are encouraged to play football with boys until the age of 12. After that, if the girls have similar levels of skill and physical capacity as the boy players, they are encouraged to play with and against boys. Girls' teams competing in boys league is also encouraged. The Japan Women's National Teams in various age categories, compete against higher level men's teams for strengthening.

There is a nationally coordinated system and financial support for the combination of elite women's football and academic studies called the JFA Academy which is run by the

Association. The JFA Academy comprises players from junior-high to high schools of ages 12-18. Athletes maintain a balanced schedule for both football and school.

There are few encouragements for athletes to participate in multiple sports and the protocol is not well known. The age where athletes are encouraged to focus solely on women's football is also not well known. The most common sports female football players play besides football are track and field, volleyball, and basketball, but there is no data available.

### **Athletic and Post Career Support**

The Senior WNT was ranked 4<sup>th</sup> in 2011 FIFA World Ranking. There are currently four female football players who are receiving direct financial support from the federation. There is a senior women's League. The top Division consists of ten teams. They play a 25 game season that runs from April to December and there is a post season tournament. The second Division has 12 teams that are equally divided with six in the East and six in the West and they play an 18 game schedule. There is also a Federation or Open Cup for senior women's club teams. Currently, there are ten athletes playing for pay with a club in Japan. There are four female players playing for pay in another country. The Japan Olympic Committee runs a program called JOC Career Support which offers support for elite athletes and football players take advantage of the program.

There is a great emphasis on females earning coaching qualifications. JFA encourages players' participation in the JFA's coaching program, however, it is still in the process of education and only several players are qualified coaches to date. After completing the coaching program, JFA suggests that those former female players work at the national training center, with the national teams and so on. There are efforts to have former players be involved at club level

by the JFA, but it is still left to each club to decide. The JFA recruits players to the coaching profession through using the JFA's website and informing them on an individual basis. There are not yet efforts to recruit players to take administrative/leadership position in the Federation.

### **Training Facilities**

There is a national training center and one regional elite football center. In 2012 a second center will open. The JFA controls maintenance, scheduling, and management of the national elite football centers. Athletes lodge at the centers so travel time varies greatly. The average time spent for coaches to travel to centers is 30 minutes. There is a database of football infrastructure and elite football facilities.

### **Coaching Provision and Coaching Development**

There are approximately 67,000 coaches with Federation licenses, most of whom have refreshed their Federation license. There are two coaches with the highest Federation license who coach women. A national database of registered coaches exists through the FA website. Services and resources supporting continuing professional development of coaches include a refresher course for licensed coaches, distribution of bi-monthly technical news, and education for elite coaching. Income varies and there is no standard pay for coaching women's football. For part-time teaching, the average is 15,000 JPY or 168 USD per day. There are no reimbursements from the JFA for working with elite players available. There are approximately 15 women's football coaches who have written contracts with clubs.

## **International Competition**

There is potential funding for the bidding for and the staging of major international women's football events in Japan. The funding would come from the Japan FA. In 2009 the Senior Team played three International Friendly Matches and two International Friendly Tournaments. The Under 20 team played in the AFC Women's U-19 Championship, the Under 17s played in the AFC Women's U-16 Championship and one international friendly match.

Annually, the JFA WNT usually plays two home international friendly matches, participates in an international friendly tournament overseas, and plays two international official competition matches. The women's league organizes a championship determining a winner by one match between Japan and South Korea every year.

## **Scientific Research**

A national sport science research center exists but there are no regional centers. Sport Psychology, Strength and Conditioning, and Training Design are very important and are incorporated into elite women's football. Sport Nutrition and Exercise Physiology are viewed as important. A process of disseminating scientific research to women's football coaches and administrators has not yet been established. Subsidies do not exist for research related to football and women's football. Sport scientists interact with the National coaching staff through meetings taken about four times a year. The degree to which sport scientists interact with clubs depends on club.

# **Norwegian Football Federation (NFF)**

## **FIFA World Ranking 10th**

### **Financial Support**

In 2009 the total federation expenditure on football was about 740 million NOK or \$138 million USD. The total federation expenditure on women's football was about 50 million NOK, \$9.34 million USD. Women's football is completely integrated within Norwegian Football Federation (NFF). The amount mentioned above is solely from the Professional Department for the national teams and for the top clubs. In addition to this there are grassroots activities, coaching education, player development activities etc.

The increase in total expenditure on football between 2000 and 2010 was about 104%. The increase in total expenditure on women's football between 2000 and 2010 is not known, but 60- 70% increase is the best guess. The total expenditure directed at elite women's football is \$9.34 million USD. Women's football does generate revenue for the Football Federation to a limited extent, but as of today the expenditure is much, much higher than the earnings.

### **Integrated Approach to Policy Development**

There is not a Ministry of Sport involved in the creation and implementation of policy initiatives with National Federations. There is not a Women's Division/Department within the Football Federation. All of the women's departments are integrated within the NFF. There are five full time employees and one half-time who work only with women's football, mostly with the national teams. There are three women on the Executive Board which have the responsibility for the whole football product. There are none on the administrative management team. The leader from the Professional Department represents women's elite football and the leader from

the Grassroots Department represents girl's and women's football on the grassroots level. The department with specific responsibilities for elite women's football performance as a core task is integrated into the Professional Department. The Executive Board distributes money to NFF's different activities and departments during the annual budget process. This is when expenditures are coordinated to women's football. The Regional Board or District Board coordinates expenditures for women's football at the regional level. The federation supports regional football through some funding from the NFF to our Districts, of which there are 18. All of the clubs are independent organizations and coordinate and decide everything themselves. Some financial support is given to the elite women's clubs and is earmarked for specific functions.

### **Participation in Sport (Organized and Unorganized)**

There are 400,000 registered players in total in the NFF. There are 110,000 girls and women registered in the NFF, 27.5% of the total number of players. This number only represents registered players and the number of unregistered players is not accounted for. Norway has 1,900 clubs in total. About 1,700 of these clubs have girl's and women's football, or 89% of the clubs. The total number of women's football players as a percent of population is about 2%.

### **Talent Identification and Development System**

There is a system-related talent selection sport specific mechanism available that exists on a local, zonal, district, regional and national level from the age of 13. There is a nationally coordinated system and financial support for the combination of elite women's football and academic studies but it is not supported financially. There is a nationally coordinated system and financial support for the combination of elite women's football and studies, but financial support is limited to only female national team players. Females do have the option of receiving their

education over a longer period of time. Information and support are available for clubs through the Districts to create talent development programs for women's football. The federation first identifies talent for the women's national team program at 13 years of age. Female football players receive special training sessions for the most talented players in the District, Regional, and National levels. All football activities are organized through clubs in Norway. The nature and extent of attention they give to female players differs from club to club.

Athletes are encouraged to focus solely on women's football at a very individual basis, but usually between 16 and 20 years of age. Handball is the most common sport female football players' play besides football. The NFF does not have specific criteria and specific development stages. They try to look at the "whole human being" in developing players. The training and talent identification of females is the same as the one used for men. As much as possible girls play with girls and against girls. The Federation's experience is that only the toughest ones will play with boys and the rest stop playing because there is no fun. Girls' playing together with boys is encouraged, but mixed teams are not promoted. The best players, capable of the national team level, often practice together with boys and play friendly games against boys, but their club team plays in a girls/women's league.

The responsibility for the evaluation of players at each developmental stage is handled through cooperation between national team coaches, District coaches and club coaches. It is not mandated that all levels of national teams play a certain system. There is no mandated system of play for the national teams but there is a development plan to prepare players for the senior level.

## **Athletic and Post Career Support**

There are 25 players on the senior national team who receive direct financial support from the Federation. There is a senior women's league which is called the Toppserien. There are 12 teams in the top league. Teams play 22 league games each season and a maximum of 6 games in the National Cup. The time frame of the season is April to November. There is a Federation or Open Cup for senior women's teams.

There are about 50 female players playing for pay with a club in Norway and 5 female players playing for pay in another country. The nature of coordinated support program (non-financial) for elite players (e.g. coaching, sport medicine, training etc) is handled on individual basis. Athletes are encouraged to participate in these programs. Former players are encouraged on an individual basis to be involved with Federation based on their skills.

## **Training Facilities**

A national training center does not exist.

## **Coaching Provision and Coaching Development**

There are about 500 coaches with their A license, about 1500 with their B license, and 70 with the UEFA Pro License. There is not a system to refresh Federation licenses. There are three coaches with the UEFA Pro License in the top League who coach women. A national database of registered coaches exists. Services and resources supporting continuing professional development of coaches exist at a very high degree.

The gross annual income of coaches of women's football (eg, Full time, part-time, volunteer) differs from club to club. There are no reimbursements from governing bodies for working with elite players available.

### **International Competition**

There is no funding for the bidding for and the staging of major international women's football events in Norway outside of the Federation. The NFF Senior Women's Team played 17 matches in 2009. The Under 23 played 8 matches. The Under 20 played 15 matches and the Under 17 played 18 matches. The availability of suitable international friendlies and tournaments for the Women's National teams to play is very good. Some financial support exists so clubs can prepare for the UEFA Women's Champions League.

### **Scientific Research**

A national sport science research center exists and this kind of research is done by four or five different institutions. A national research center specific to football exists; it is the Elite Football Center.

The NFF views Sport Psychology, Sport Nutrition, and Exercise Physiology neutrally in their elite women's football sciences, and Strength and Conditioning and Training Design highly. Scientific research is disseminated to women's football coaches and administrators through publication of reports, articles in magazines, and subjects on seminar. Subsidies do not exist for research related to football and women's football. Sport scientists interact some with the National coaching staff, specifically around the Senior National Team. Sport scientists interact with clubs individually between clubs.

# **Swedish Football Association**

## **FIFA World Ranking 5th**

## **Financial Support**

In 2009 the total federation expenditure on women's soccer was approximately 27.2 million Swedish crowns that equals \$4.21 million USD.

## **Integrated Approach to Policy Development**

Sweden does not have a Ministry of Sport, but there is a soccer federation and as of 2011, Sweden created a Women's Division/Department within the Soccer Federation. Before that time the women's division was integrated with the men. The department consists of 13 professionals working only with elite women's soccer and this does include the national team coaches. The number was almost the same before the separation into two departments. The department works only with the elite women's soccer, and grassroots soccer is included as well. The purpose of the department is to develop women's elite football at all levels, national, regional and local. The federation collaborates with the districts and the local clubs but it does not support staffing or facilities at the regional and or local levels.

The Executive Board has the responsibility for both women's and men's football within the Federation. There is women's soccer representation within the Federation Governance with three of the eight members being females. The EFD (Elite Association for Women's Football) has one representative for all the Elite women's clubs. Elite women's football is also organized in its own department at the Federation with a female in charge.

## **Participation in Sport (Organized and Unorganized)**

The national statutory for minimum time for physical education in schools is 500 hours in school for children 7-16 years old, which equals approximately 1.5 hours per week. In upper secondary school there is no minimum. According to the FIFA Big Count, the number of individuals who participate in soccer at least once a week is 1,000,000 and at least 180,000 females participate in soccer at least once a week. The total number of registered women's soccer clubs with a least one women's or girls teams in competition is 1,483. There are 77,660 licensed players over 14 years old, 21,400 licensed players between 12-14 years of age, and approximately 80,000 players under the age of 11 who are female. The total number of women's soccer players as a percent of the population is 2%. That equates to 180,000 players in a country with a population of 9,000,000.

## **Talent Identification and Development System**

There is no system-related talent selection mechanism that is non-sport specific available, but there is one available for soccer. Federation sponsored Elite camps start at age 15. The camps are broken into 24 districts with 16 girls from each region being selected for a total of 384 girls. At the camps, the districts compete and train together. Elite camps continue in the regions up to 19 years old. The Swedish clubs are autonomous from the Federation but they do develop the players who attend the camps.

There is not a nationally coordinated system and financial support for the combination of elite women's soccer and academic studies because in Sweden education up to the secondary level is free. Some schools have soccer on the schedule and cooperate with local clubs. Everyone

can apply to these schools, but of course, women who play soccer have a better chance at being admitted.

There is not a nationally coordinated system and financial support for the combination of elite women's soccer and studies (Higher Education) because Higher Education studies are also free in Sweden. Everyone can apply for these schools, but these programs are not coordinated with sports or with any clubs. Anyone can apply for a financial support from the government including women football players.

There is a Player education program starting at U15 for the National team, again this is the age the federation first identifies talented players for the women's national team program. This serves as the first step in talent development program for women's soccer.

There are seven development stages starting with the 15-National team. A work group from the Swedish FA determines the stages. The levels are designed to inform coaches in Sweden of the level of demands in order to become a national team caliber player. The training and talent identification of females is not the same as the one used for men.

The Player education manager is responsible for the evaluation of the players at each developmental stage. Each coach is unique in deciding his or her preferred style of play for the senior women's team. It is not mandated that all levels of national teams play a certain system.

### **Athletic and Post Career Support**

The National Team is currently ranked fifth in the FIFA Rankings. There are no female soccer players receiving direct financial support from the federation. There is a senior women's League with 12 teams and they play a 22 game league schedule. There is also a Swedish Cup

which would increase the number of games to a least 30 during a season. Along with this, the best teams also play in the UEFA Women's Cup. The season runs from April to mid-October. There are 65 foreign players in the league , and it is not known what they are paid for it is up to the local clubs. Also if Swedish players are paid it is a matter for the local clubs and not known by the Federation. There are 6 female players playing for pay in another country.

There is a mentor-adept program for ex-female players titled 24 karat to support athletes at the end of their career. The Swedish FA also places a great emphasis on females earning their coaching qualifications. There is not a national training center. There are no regional elite soccer centers, regional elite training takes place at the elite clubs centers. The local clubs have control of maintenance, scheduling, and management of these centers. The average time spent for athletes to travel to centers ranges between a couple of minutes by foot up to 1 hour with flight. This is similar for coaches as well. A database of soccer infrastructure and elite soccer facilities does exist.

### **Coaching Provision and Coaching Development**

There are 140 coaches who have a Federation licenses; 75 coaches who have refreshed Federation licenses and five female coaches who have the highest Federation license. A national database of registered coaches exists and it contains education, when, and for which club they coach. There is an elite coaching conference in place to support the professional development of coaches. Coaching education for elite coach qualification also exists.

In terms of coaching opportunities, The managers for the national teams have full time employment at the Federation. For the elite club managers' the positions and pay varies. There is

no reimbursement from governing bodies for working with elite players. Each elite club has a women's soccer coach who has a written contracts with the club.

### **International Competition**

The Swedish National team participates in the annual tournament in Portugal, the Algarve Cup, the European Championship, the World Cup, and the Olympics. Elite Clubs have the opportunity to compete in the Women's UEFA Champion Cup.

### **Scientific Research**

There is a national sport science research center in Sweden, but here is not a national research center specific to soccer. The Swedish FA views Sport Psychology and Exercise Physiology as highly important. Sport Nutrition, Strength and Conditioning, and Training Design are important but to a lesser degree that sport psychology and exercise physiology. The scientific research is only disseminated to coaches and administrators. The information collected by the sport scientist employed by the FA is shared at national conferences. The scientist at times does testing on a practical level to analyze performance (e.g. heart rate monitors). It is the role of the scientist to inform the Administrators about new trends within the sport sciences.

Each year the 'Swedish National Centre for Research in Sports' (a federal grant) distributes funding for sport science projects to the Universities. The grant support applied sport science projects that have a direct application to sports but is not specifically to soccer. Youth teams have limited interaction with sport scientists. They teams are forwarded information on latest trends. For the senior national women's team there is a sport scientist employed by 30%, the sport scientist is involved with the team full-time during tournaments. Sport scientists have a very limited interaction with clubs, mostly distribution of new information at national

conferences and some interaction with the head coaches in the club teams about a certain national players.

## **United States of America Soccer Federation(USSF)**

### **FIFA World Ranking 1st**

### **Financial Support**

The United States Soccer Federation (USSF) budget for 2009 was \$ 54,640,410. The women's budget was approximately \$6 million.

### **Integrated Approach to Policy Development**

US Soccer is the National Governing Body for football in the United States and is under the United States Olympic Committee. Women's Soccer is integrated into the overall structure of the Federation. There is a full-time coaching staff for the Senior Women's National Team consisting of four coaches. Also for the women soccer there is a technical director, a development director, a team general manager, a press officer, a U-20 WNT coach, and a U-17 WNT coach who are fulltime.

There are also nine technical directors that theoretically are required to split their time between both men's and women's youth scouting/development and there are approximately another four or five coaches employed on a per-diem basis. There are regional coaches who are paid and are full-time, but they are paid by member organizations of the Federation and not the Federation itself. Technically they are not "officially" part of the National Teams, but are on a potential path of being involved with the federation.

## **Participation in Sport (Organized and Unorganized)**

Physical education is run at the state level. Each state, depending on their budget, allocates between two and five days of physical education per week. Only 3.8% of elementary schools, 7.9% of middle schools and 2.1% of high schools offer daily physical education. 22% of schools do not require any physical education. Competitive sport is within the educational system at the secondary level as well at the university level. The traditional sports of American football, baseball and basketball are very popular in terms of participation and spectating. Although there has been a recent decline in baseball there has been an increase in the sport of lacrosse.

Soccer is offered within the educational setting at both levels and females benefit from federal legislation that ensures that females are treated equally as men. Along with this, sport is offered through community organizations, church related organizations and for profit and not-for profit sport clubs. Soccer is one of several sports, along with swimming, volleyball and tennis that have a strong club culture in the United States where much of the credit for athlete development is attributed.

Specifically in regards to soccer, according to the FIFA Big Count of 2006, the US had 24,472,778 players of which, 7,055,919 players were females. That is approximately 28% of the total players and constitutes 2.36% of the population. The FIFA Big Count recorded over 4,000 clubs with at least one women's team.

## **Talent Identification and Development System**

There is no system-related talent identification system for sport in the United States, but informally many sports have a system in place. This system being that talented athletes advance

from youth sport to a high school program, from there talented athletes advance to the college or university level. In some cases athletes can receive full or partial athletic scholarships to pursue an academic degree that may or may not be related to sport or sport sciences. Along with this as stated earlier an athlete may train, be identified, and compete for a regional or national team in that sport.

US Soccer has a more formal talent identification system for its national team program, but it differs for females and males. The males follow an Academy system, which is a partnership between US Soccer and the top clubs in the nation. The philosophy is to increase trainings, decrease games, and increase the number of competitive games.

On the women's side elite soccer is housed under the Olympic Development Program (ODP). ODP was created to identify players from all age groups who would be considered for National team participation. It provides high level training for player development managed by high level certified coaches. ODP state associations are divided into four regions. Players from the autonomous state organizations gather for Regional Camps which offer high level training and competition. Through these camps regional coaches identify a regional pool of players. From these four regions, a national pool of players is selected for training at the national training center by the national team staff. ODP selects its players through open tryouts held by state association coaches who have been identified for being superior in identifying and training elite talent. Coaches evaluate players based on technique, tactics, fitness and athletic ability, and a psychological component.

In terms of player development, the US Soccer model consists of three zones. Zone 1 is the base level and includes kids ages 6-12, Zone 2 is the growth level and has kids ages 13-18

and Zone 3 is the elite level which includes 18 year olds and up. Zone 2 is defined as the pivotal age group<sup>1</sup>. In the Olympic Development Program there are 5 different age groups.

### **Athletic and Post Career Support**

Women's Professional Soccer (WPS) league consists of six teams and plays from April to August. Twenty of the 23 players on the US Senior National Team compete for a WPS team. One of the full team players plays overseas. None of the WPS teams are directly affiliated with a Major League Soccer franchise, the men's professional league. The WPS teams are privately owned for-profit entities. National team players are able to support themselves and have attended a university so they have the potential to pursue careers during and after their soccer careers. There is also a second division, the W- League, below the WPS that consists of 27 teams. Some of the players participating are paid but not enough to earn a living.

The National Collegiate Athletic Association offers women's soccer for females between the ages of 18 and 22 at three levels of competition. There are 310 NCAA Division I women's soccer teams, the highest level of competition, with over 8,000 players. In most cases National Team players come from the ranks of NCAA Division I. Women's soccer is better supported within the NCAA than men's soccer. At the NCAA Division I level, there are only 197 men's teams and approximately 5,500 players. Overall, 93.1% of Division I athletic programs offer women's soccer, but just 59.2% of all NCAA Division I athletic departments offer men's soccer.

### **Training Facilities**

There is a national training center for US soccer, but along with that there are ample soccer facilities with local soccer clubs, secondary schools and universities and men's

professional teams. There are no federation sponsored regional or local centers of excellence. NCAA Division I universities often have high standard facilities for the training of elite women players, as do clubs.

### **Coaching Provision and Coaching Development**

US Soccer offers a comprehensive coaching licensing program that is directed at elite level coaches, A License, as well as licenses for youth coaches. There is also another organization that offers coaching education in the United States, the National Soccer Coaches Association of America. The estimates are that there are 20,000-plus licensed coaches, approximately 5 percent are female.

There are opportunities to females to pursue coaching careers in women's soccer. As mentioned earlier there are over 300 NCAA Division I women's soccer programs. In most cases those positions are full time positions, but there are over 600 other women's college soccer coaching positions. Some of those are full time while others are part time. Females can also pursue a coaching career in the expanding club environment. Former national team players have positions within the federation, serve as university coaches and coach at the club level. There is no specific program to direct or mentor national team players to become coaches.

### **International Competition**

The US has hosted two Women's World Cups, in 1999 and 2003. In 2009 the full Women's team played 8 games. The Under 20's played 7 matches and the Under 17's, 5 matches. ODP regional teams travel overseas to train and compete and it is common for university teams and youth club teams to travel overseas to train and compete. The federation

does not financially support non-national team overseas travel. Funding comes from the university and the clubs.

### **Scientific Research**

US Soccer utilizes sport sciences in regards to the training of athletes. They have staff in the area of sport medicine, physiology, and sport psychology. There is no national research center for soccer, but the United States Olympic Committee supports all of the national federation including US Soccer. Research is conducted by universities and is published in academic journals. The sport science staff interacts with the coaching staff while in training and competing. Universities where players play and train have strength and conditioning and sport medicine staffs to work with players as do the clubs in the WPS.

## OUTPUTS

Outputs are what are produced from the initial input during the throughput process. In regards to this study: Federations used their financial resources, policy and federation structure and sport and soccer participation as their inputs. With those inputs the federation identifies and develops talent, utilizes sports sciences and facilities; offers support to players and educates and develops coaches for the purpose of producing a positive output. That being for what a federation is held most responsible, performance by the national teams.

FIFA has an established method of ranking WSNTs based on all international matches played by a WSNT team dating back to 1971. The rankings are weighted to favor more recent results over past results. The rankings are reported quarterly in a calendar year.

As it currently stands in the FIFA rankings, the top 10 teams are:

Country	FIFA Points
USA	2162
Germany	2146
Brazil	2121
Japan	2101
Sweden	2085
England	1997
France	1981
Canada	1953
Australia	1946
Norway	1940

The purpose of this study was to rank a Women's Soccer Federation as a whole rather than just the strength of its Senior WNT. The numbers presented above take into account only the WNTs. FIFA recognizes four international events for three different age levels. These events are the FIFA Women's World Cup, the Olympics, the FIFA U-20 Women's World Cup and the FIFA U-17 Women's World Cup. The researchers evaluated these events in order of international prestige, competitiveness and the degree of difficulty in winning and weightings

were given to each tournament. The Women’s World Cup was weighted with 16 points, the Olympics, 12 points, the U-20 World Cup 8 points and the U-17 World Cup, 4 points.

The medals won in each tournament also carried different weights: 1<sup>st</sup> Place, 4 points; 2<sup>nd</sup> Place, 3 points; 3<sup>rd</sup> Place, 2 points, and 4<sup>th</sup> place, 1 point. The finish in the tournament was multiplied by the weight of the tournament to produce the points earned for that event. Points were then summed for all the events to determine the overall strength of a Women’s Soccer Federation. The results are as follows:

Country	Medal Count Points	Change from FIFA Ranking
USA	488	-
Germany	368	-
Norway	216	+7
Brazil	208	-1
Sweden	124	-
Japan	88	-2
Canada	32	+1
France	16	-1
England	4	-3
Australia	0	-1

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# Appendix

## **Comparative Analysis of Women's Soccer Development Systems**

De Bosscher, Bingham, Shibli, van Bottenburg, DeKnop, 2008 cited that there are wide array of widely accepted factors which determine success in elite sport. De Bosscher et al (2008) stated that they could be classified on three levels: the athlete and their close environment (micro-level); sport policies and politics (meso-level); and the social and cultural context people live in (macro-level).

Past research has attributed elite sport success to macro-level variables such as gross national product, population, geography and climate. The common characteristics of these variables are that they are outside of the control of sport leaders and policy makers. Recently the macro-type variables have been identified as less dependable as predictors of elite athletic success. Countries have looked at the meso-level and have developed policies to be more efficient and to focus on those variables they can control.

Based on the a thorough review of literature into variables that impact elite sport performance, nine Pillars (De Bosscher, Bingham, Shibli, van Bottenburg, DeKnop, 2008) were identified at the micro and mesolevels that are worthy of comparison and have the ability to be manipulated/controlled to impact elite sport performance. Below are those nine pillars and questions that would be of assistance in ascertaining information for the point of comparisons.

### **Financial Support**

In 2009, what was the total federation expenditure on soccer?

In 2009 what was the total federation expenditure on women's soccer?

What was the increase/decrease in total expenditure on soccer (2000-2010)?

What was the increase/decrease in total expenditure on women's soccer (2000-2010)?

What was the total expenditure directed at elite women's soccer?

Does women's soccer generate revenue for the Soccer Federation?

### **Integrated Approach to Policy Development**

What is the degree to which a Ministry of Sport is involved in the creation and implementation of policy initiatives with National Federations?

Does a Women's Division/Department exist within the Soccer Federation? Is it separate or integrated? How many professional devoted to women's soccer.

Does a department with specific responsibilities for elite women's soccer performance as a core task exist? If yes, what is its purpose and function?

What is the process to coordinate expenditures for women's soccer at national level?

What is the process to coordinate expenditures for women's soccer at regional level? Does the federation support regional and or local in terms of staffing and facilities.

What is the process to coordinate expenditures for women's soccer at local/club level?

Is there a women's soccer representation within the Federation Governance? Explain roles and functions

Are there females within the Federation Governance?

### **Participation in Sport (Organized and Unorganized)**

What is the national statutory amount of minimum time for physical education?

Primary Level

Secondary Level

Is soccer a required physical education offering?

What is the number of individuals who participate in soccer at least once a week?

What is the number of females who participate in soccer at least once a week?

What is total number of registered women's soccer clubs?

What is total number of women's soccer club players?

What is the total number of women's soccer players as a percent of population?

### **(MOST ADDRESSED IN BIG COUNT NUMBERS)**

#### **Talent Identification and Development System**

Is there a system-related talent selection mechanism (Non sport Specific) available? If yes explain.

Is there a system-related talent selection sport specific mechanism available? If yes explain.

Is there a nationally coordinated system and financial support for the combination of elite women's soccer and academic studies (Secondary)? Eg. Can females train and study at an institution.

Is there a nationally coordinated system and financial support for the combination of elite women's soccer and studies (Higher Education)?

To what degree is there availability of information and support to develop talent development programs for women's soccer?

At what age does the federation first identify talent for the women's national team program.

What is the nature of extra attention young women’s soccer players received from Federation? When are players identified and or trained by national federation.

What is the nature of extra attention young women’s soccer players received from club? Season and training.Competition to training ratios.

What is the level of encouragement for athletes to participate in multi-sports?

At which age/level are athletes encouraged to focus on at most three sports?

At which age/level are athletes encouraged to focus on at most two sports?

At which age/level are athletes encouraged to focus solely on women’s soccer?

What are the most common sports female soccer players plays besides soccer?

What criteria is used to assess players at different development stages?

How many development stages are there and how are they determined?

What is the objective of each of the developmental stages?

Is the training and talent identification of females the same as the one used for men? If they differ how so and in what manner?

To what degree are the following criteria used/ considered in the identification of elite players?

	Very Important	Important	Neutral	Unimportant	Very Unimportant
Psychological	5	4	3	2	1
Soccer Skill	5	4	3	2	1
Soccer IQ	5	4	3	2	1
Physiological	5	4	3	2	1

8 to 16 tests on fitness agility

More test at England .

Who is responsible for the evaluation of the players at each developmental stage?

What is your preferred style of play for the senior women’s team?

Is it mandated that all levels of national teamsplay a certain system?

If so, how is the preferred style of play vertically integrated in your developmental plan/structure?

Encourage center of excellence to play that way no influence at grass roots levels.

### **Athletic and Post Career Support**

What are the rankings of current National Teams at each age group?

What is the number of female soccer players receiving direct financial support from the federation?

Is there a senior women's League? Yes

How many teams?

How many games played in a season?

What is the time frame of the season? (e.g. March to September)

IS there a Federation or Open Cup for senior women's Teams?

What is number of female players playing for pay with a club in country?

What is the number of female players playing for pay in another country

What is the nature of coordinated support program (non-financial) for elite players? (e.g. coaching, sport medicine, training etc) can get

What is the nature of support for athletes at end of the career? a great emphasis on females getting into coaching qualifications.

What is the nature of efforts to have former players be involved with Federation?

What is the nature of efforts to have former players be involved at club level?

What is the nature of efforts to recruit players to the coaching profession?

What is the nature of efforts to recruit players to take administrative/leadership position in the Federation?

### **Training Facilities**

Does a national training center exist?

Are there and if so How many regional elite soccer centers exist?

Who has control of maintenance, scheduling, and management of the national elite soccer centers?

What is the average time spent for athletes to travel to centers?

What is the average time spent for coaches to travel to centers?

Is there a database of soccer infrastructure and elite soccer facilities?

### **Coaching Provision and Coaching Development**

What is the number of coaches with Federation licenses?

What is the number of coaches who have refreshed Federation license?

What is the number of coaches with highest Federation license who coach women?

Does a national database of registered coaches exist? If so what information is included?

To what degree do services and resources supporting continuing professional development of coaches exist?

Does coaching education for elite coach qualification exist?

What is the gross annual income of coaches of women's soccer? (eg. Full time, part-time, volunteer)

Is there and to what degree are reimbursements from governing bodies for working with elite players available?

What are the number and proportion of women's soccer coaches who have written contracts with clubs?

### **International Competition**

What is the availability of funding for the bidding for and the staging of major international women's soccer events in the country?

What is the source of that funding?

What was the number of international contests played in 2009?

Senior Team

Under 20

Under 17

What is the availability of suitable international friendlies and or tournaments for Women's National teams to play?

What is the nature of and support for clubs to participate in international competitions?

### Scientific Research

Does a national sport science research center exist?

Does a national research center specific to soccer exist?

To what degree are the following areas of sport science incorporated into elite women's soccer?

	Very High	High	Neutral	Low	Very Low
Sport Psychology	5	4	3	2	1
Sport Nutrition	5	4	3	2	1
Strength and Conditioning	5	4	3	2	1
Exercise Physiology	5	4	3	2	1
Training Design	5	4	3	2	1

To what degree and by what methods is scientific research disseminated to women's soccer coaches and administrators?

Do subsidies exist for research related to soccer and women's soccer? If yes, what is the source of that funding?

To what degree do sport scientists interact with the National coaching staff?

To what degree do sport scientists interact with clubs?