

General Secretaries' Handbook

CAF[®]









CAF General Secretary

Good leadership is critical to success in all areas of life. It requires strong personalities, not only the ability to reach agreement on a shared vision, but also the courage to make that vision a reality.

As General Secretary, you will play a central role in realizing the association's vision, inspiring the administration to meet all challenges, and contributing to higher levels of performance on and off the field in your region.

Initiatives such as the CAF Development Programme give associations access to all the financial, technical and infrastructural support and the confidence they need to develop football in their respective countries. We are pleased to provide, through this handbook, a practical guide for

your personal growth in the role of General Secretary. Based on real-world experience, we provide advice to help you run a successful business and manage many external parties, no matter what your organization or resources are. You'll also find information about various CAF services that can help you and your business continue to improve. Ultimately, our department is all about supporting you and your association in any way we can. Whether you have many years of experience or are newly appointed, we hope that this handbook will serve as a valuable reference in your day-to-day work.

Véron Mosengo-Omba
CAF General Secretary



Director Member Associations

General Secretaries play a key role in encouraging the development of football, making it accessible and delivering joy to football fans all around the world.

The position you hold as General Secretary is critical in establishing and achieving the highest standards for your Member Association and football in your region, as well as contributing to the global development of the game we love.

To assist you in this work, CAF is happy to equip you with the CAF General Secretaries' Handbook, a guide established on the principles of the CAF Statutes and customised to the developing demands of our Member Associations and the duties of our General Secretaries.

The CAF General Secretaries' Handbook includes useful information, suggestions, and templates to assist you and your Member Association in your daily work. It also gives information on a variety of CAF assistance and is aimed to support African football's ongoing growth.

We hope that by using this handbook, you will not only support your own development as General Secretary, but also promote the development of African football.

Sarah Mukuna
Director Member Associations

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Introduction

The role of the General Secretary (GS) is a key one within every Member Association (MA). While your responsibilities and priorities may differ depending on the size and resources available within the Member Association, you are normally responsible and accountable for the implementation of the organisation's strategy, whilst overseeing its commercial, operational and administrative functions.

You are appointed by the Executive Committee to work alongside the President, who is also chair of the Executive Committee.

In smaller associations, you will often have a much more hands-on role in delivering the key operational functions, while in larger and more complex associations, your role is to lead a senior management team.

Regardless of size or structure, you are the key link between the Executive Committee, the wider association membership, its staff and key external stakeholders.

In summary, the General Secretary has two overarching responsibilities: to lead and inspire the association's staff by cascading a strategic direction down via management team, whilst at the same time managing and maintaining excellent relationships with the association's various stakeholders.

This handbook is designed to give an overview of the key functions, from which you can make informed decisions on how best to lead the organisation in the most effective and efficient ways.

This is broken into three sections:

1

Managing the role

A practical look at the key skills and knowledge required to be an effective leader in football administration.

2

Managing the organisation and staff

How to maximise the staff output to deliver on your key objectives.

3

Managing stakeholders

The key internal and external influencers that you will engage with to develop all aspects of the association.

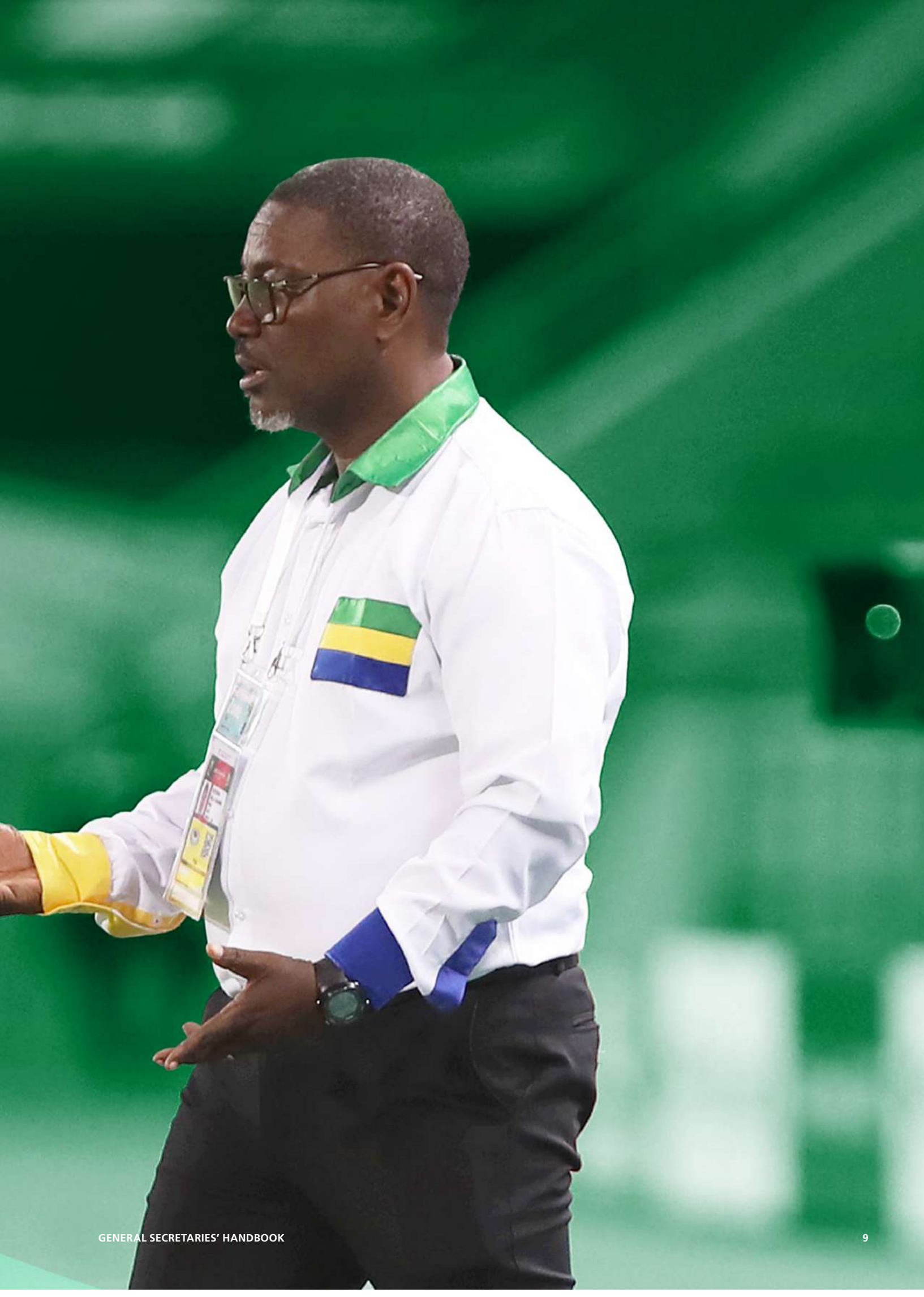
This handbook is intended to provide practical tips, processes to follow and templates to use to help you lead the association with purpose and impact. The processes and tips presented should provide enough information to give you a better understanding of a specific topic, while the templates and checklists should be reviewed, used or adapted to your association's particular needs.

The handbook should be a helpful, easy-to-use guide to being a successful General Secretary.

1

MANAGING THE ROLE







What you will learn in this chapter

This chapter will help you identify the skills and knowledge required to succeed in a fast-paced, high-pressure and public-facing Member Association (MA).

Ultimately, it seeks to help you lead your organisation with purpose, and set a path for you to inspire your staff to bring an ambitious but achievable strategic vision to life.

It should help you to:



Enable departments to support the strategic direction



Evaluate the size, scale and skillset of your team



Implement effective delegation



Prioritise workload

Introduction

Your role is arguably the most important leadership role in any Member Association. You are ultimately responsible for leading the organisation, achieved through the creation and implementation of a strategic plan. You will report to the Executive Committee and have executive responsibility for the running of the organisation, in some instances alongside the President.

You are responsible for overseeing the senior management team (your direct reports), while being both a crucial member of, and accountable to, the Member Association (also known as the National Association), Executive Committee [also known as the Board or the Council] and President. In many MAs, you are the face of the organisation: along with the President, the appointed spokesperson for all matters that affect the MA from a reputational perspective, both proactive and reactive. You are also the figurehead and mentor to the senior team and staff across all areas of the business.



In order to ensure effective leadership, you must first assess the strengths and weaknesses of your senior team and direct reports but also forge and cultivate strong relationships with the President, the Executive Committee and other key stakeholders, as outlined in other chapters.

In short, you should be able to strike a balance between 'managing up' to the Executive Committee and 'managing down' to empower and inspire staff.

You must also establish clarity or separation of responsibilities between the President and/or Executive Committee, especially where directors have executive power or delegated authority. These can include areas such as:

- **Budgetary approval and spending/investment limits**
- **Delegated authority to deal with all operational matters without Executive Committee approval (for example, staff recruitment, retention and disciplinary or performance-related issues)**

The FIFA statutes set down a minimum criteria for the role within world football's governing body which are generally applied throughout football:

- **The GS must be a paid official (not elected member): this ensures a higher level of professionalism and reinforces the non-political nature of the position.**
- **The GS must be under contract: this ensures legal protection, a long-term working relationship and clarity of entitlements. It is worth mentioning that failure to comply with this requirement will prevent the payment of FIFA Forward development and CAF Development funding.**

Key role of a General Secretary

Essentially, you will be charged with leading the association with purpose across a range of strategic areas. It will be your responsibility to either execute the association's strategic plan or lead the creation of a new compelling vision for the future of football in your territory with the responsibility of the Executive Committee and with the dedication of your staff.

Depending on your MA's structure, you will likely be the association's key point of contact across all aspects of the business, from the national team to the grassroots game. As such you will be expected to have a wide range of skills, adaptable to the various needs of these functions.

You will also be expected to represent the organisation as a public spokesperson, whether to the media, government or to wider external stakeholder groups.

Together with the President, you will be the "face" of your association and will be expected to perform those duties in a high-profile and high-pressure environment.

The following section will examine the skills and knowledge needed to succeed but the example GS Job Description in **Appendix 1.1** should help outline how your MA sees your role within their organisational priorities.

The skills and knowledge required to be successful and enduring are many and varied. Some will be innate and some will be developed over time, with the help and support of your President and Executive Committee. Ultimately the objective is to lead the organisation and staff – and by extension the game itself – to develop and enhance its capabilities.

Resilience and diplomacy are two characteristics that will ultimately equip you for the demands of the role but above all leadership – the ability to drive change and improvement, inspire others, and to bring conflicting agendas together – will be your greatest asset.



Skills required to succeed

1.2.1 Leadership

Leadership is the art of inspiring, motivating and empowering a group of people to achieve a common goal. In a MA, this means directing a cross-section of departments, all with different roles and responsibilities, to unite behind your purpose or mission.

Identifying and cultivating leadership qualities can be the difference between an effective General Secretary and a truly great leader.

It requires the self-confidence to communicate clearly and proactively from staff to the Executive Committee and also the trust in colleagues to delegate effectively. Often, leadership and management can be confused.

The distinction can be put the following way: leaders create a vision; managers create goals. You are an agent of change and once that change is created, you should have the confidence in your team to manage that change and make the shared vision a reality.

In essence, leadership is about not only sharing the responsibilities of being a General Secretary but also enabling your team to thrive and grow. It is about guiding your senior management team and staff, not telling them how to do their job.

Leadership can be developed over time. Open-mindedness and a commitment to personal development will help you on the journey to leading the organisation and inspiring your workforce.



- **Practice what you preach. By doing this, you will earn the respect and loyalty of your management team and staff. For example, if you want your staff to be punctual, make sure you're there on time!**
- **An effective leader prioritises so they can get the most important and urgent things done first.**
- **A good leader takes responsibility for the team's actions and their consequences.**
- **Develop staff through training, teaching or coaching.**
- **Share the glory and credit for a job well done with the senior management and staff.**
- **Excellent communication skills are necessary to become an effective leader.**
- **If you trust your team to do their job, there should be no need for micromanaging.**
- **Good leaders set the team culture and group norms. Create the right environment so the team can do great things together.**



Key Leadership Qualities

Communication

Accountability

Empowerment

Empathy

Humility

Influence

Vision

People Development

Positivity

Delegation

Integrity

Resilience

1.2.2 Communications skills and managing a crisis

The role will come with a high public profile and expectation among your nation's fans to deliver success. Football is often the number one sport in countries across the world and as the figurehead of the organisation – along with the President – you will attract public and media attention and scrutiny in equal measure.

The most successful and enduring General Secretaries cultivate a reputation founded on trust, transparency and integrity. It is essential that you communicate to the MA's stakeholders (as outlined in chapter three) across a range of platforms in a way that inspires confidence: from regular media briefings, public speaking engagements, government meetings, monthly newsletters, regular meetings with fans and member clubs or staff forums.

You should work in partnership with the Head of Communications to produce a communications strategy to cater to all stakeholders and ensure the overall strategic objectives are linked to key events or communications from the organisation.

This Communications Strategy should include:

- A focus on each pillar of your organisational strategy i.e. performance, grassroots, governance, commercial.
- Key communications objectives within each pillar i.e. improve reputation score, increase visibility of coach education, promote ticket sales, governance improvements
- A breakdown of the key opportunities in each pillar i.e. national team matches, grassroots activities, sponsorship announcements or activations
- A content calendar, populated with events and promotional channels i.e. Under-21 match highlights on YouTube, or AGM media conference with the President.



Media awareness training is essential for you and all public-facing members of staff. This will provide a platform for you to speak confidently and engender confidence within all key stakeholders, internally and externally.

Crisis communications

Invariably you will encounter times of difficulty or crisis and on these occasions you must be prepared proactively through a robust, road-tested Crisis Communications Plan.

It is important first to identify a crisis and distinguish it from, say, a high-profile issue that generates short-term but intense coverage. A crisis is best described as *a time of great difficulty or danger; a time when a difficult or important decision must be made.*

Crisis communications checklist

It is essential that a Crisis Group is appointed, with the key members obliged to convene before the crisis breaks, and/or within minutes of it developing.

The Crisis Group shall incorporate:



- 1** General Secretary and/or President
- 2** Head of Communications/relevant PR account manager
- 3** Leadership team (and especially senior manager from area of crisis)
- 4** Subject-specific experts
- 5** Legal counsel (if required)

The following checklist will help to keep media intrusion to a minimum and enable the organisation to take control of a developing situation:



- ✓** Convene the Crisis Group
- ✓** Establish all facts and online sentiment; keep media call log
- ✓** Alert and update key internal and external stakeholders affected by the crisis to ensure a flow of accurate up-to-date communication
- ✓** Nominate and brief appropriate spokesperson(s)
- ✓** Prepare and issue a holding statement (internal and external)
- ✓** Monitor social media and log media enquiries
- ✓** Prepare a media conference/formal statement
- ✓** Consider other areas of the business
- ✓** Update as situation develops



Other areas to consider

01

Be mindful of context when choosing correct tone, imagery and even dress during a crisis. Sombre occasions require statesmanship: no vivid ties, no smiling photography.

02

Brief relevant sponsors and/or government officials depending on the extent and news of crisis.

03

The communications department should be responsible for the timely distribution of all approved public statements and communications to members.

04

Owned media channels (website, social media, YouTube) are advised to take control of the situation and the accuracy of messaging.

05

A video interview could also be carried out with the spokesperson and shared online. This will reduce the pressure to give interviews to numerous media outlets. Further written articles (such as questions and answers and frequently asked questions) can offer additional information on complicated subjects.

06

The Communications department should manage a call log of further enquiries, monitor social media and track specific keywords, names, online handles, and hashtags that could be associated with the crisis.

07

Consider implications for other affected areas of the business i.e. media conference venue, personal appearances by other staff, or door-stopping of key staff.

08

Spokesperson must be fully briefed with lines, tone and predicted questions no later than 60 minutes prior to any media conference. A mock interview should be staged, including likely questions and responses and no-go areas. The spokesperson should be prepared for the worst in any interview.

09

Remember: the situation is developing, so if in doubt, it is okay to say "This is what we know at the moment...but we will find out and update when appropriate".

10

Ensure the President, Executive Committee, Leadership Team, staff and other stakeholders are updated on the situation, subject to need-to-know basis.

Ongoing crisis

In a crisis that endures for a period of days, weeks or months, it is important to engage in regular dialogue with the crisis team, sponsors, staff and other affected stakeholders to provide assurance and leadership.

The following should be used as a guide to maintain key messages and to ensure accurate reporting of the situation:

- **Head of Communications provides a media plan to cover all likely scenarios arising from the ongoing crisis.**
- **Spokesperson hosts regular on- or off-the-record briefings with key media to update them on the status. This improves trust and confidence in the process.**
- **Regular website and social media updates in the form of Q&As. Updates is the key word used; in order to prevent a deluge of similar stories occupying the website, a single web-page should be used with updates posted rather than just new stories. The exception to this should be if the tone of the story has changed or a significant period of time has elapsed between updates. Staff should be made aware when these updates are published, especially the supporters centre so they can direct any fan enquiries.**
- **Regular updates with the staff in order to prevent rumours forming.**



An honest and trusting relationship with your Head of Communications is vital. Make sure you have a full understanding of all current media angles on any particular issues, and that you are provided with sound strategic advice on policy and decisions. You should also have a full understanding of the pros and cons of any public statements.

1.2.3 People management

Staff are your greatest asset and harnessing their skills for the collective benefit of the organisation will have a major impact on productivity and team spirit.

It is important that staff are motivated and encouraged to develop, regardless of seniority or experience within the organisation.

While your HR department (if applicable) will have responsibility for the recruitment and retention of all staff operationally, nonetheless the culture of the organisation starts from the top.

In this regard, you should have clear input and direction of the values that are important to you and the organisation.

It is also an important skill being able to identify strengths and improvements within your management team and encourage progression and succession planning.

While these processes may fall upon your HR department to deliver, your oversight and endorsement of these processes will help greatly in their implementation.

Having access to an organisational chart will help give an overview of your organisational structure across all departments but will also help identify and address any obvious gaps that may impact on your ability to deliver on your strategic objectives.

As well as ensuring an efficient and effective line management process, an organisational chart also helps to create a development pathway for staff.

An appraisal system is recommended to track staff progress and performance but also to provide a forum for open, two-way dialogue between staff and the line manager, and to reward staff through an objective bonus or incentive scheme.

Appraisals should be done on a regular basis, culminating in an annual review of performance towards the end of the

calendar year. One-to-one meetings should take place quarterly to monitor progress and address concerns on both sides.

An effective appraisal system should link staff objectives to the organisational strategy, so that everyone understands the role they play in achieving success, and ideally also be linked to any pay review or bonus system in place. It should also flow from your 360 skills review, which demonstrates accountability in your role.



Organisational culture

Culture is central to the success of an organisation and while you can help set the culture through leadership, collaboration is key.

The clearest way of setting a path for a thriving organisational culture is to ensure that within your strategic plan you have a defined section on culture and values. Culture cannot be created from scratch but is an endless journey of improvement and a shared commitment from you and all of your staff to improving the organisation's performance, efficiency and reputation.

Setting out your vision, values and goals will enable you to define not just WHAT the organisation has to do but HOW it will do it.

For example, with:

Honesty

Teamwork

Integrity

Passion

Pride

Commitment



A values system can be incorporated throughout an organisation in the following ways:

- As part of a staff induction policy
- As a part of your appraisal system
- As a part of your organisation's staff reward scheme (linked to appraisal)
- Through staff forums and member newsletters
- On the staff intranet
- Visualised throughout the office and in your annual report and other publications

1.2.4 Effective delegation

The role and remit will vary by association but the ability to delegate effectively will be instrumental in applying focus to your strategic goals and objectives. Delegation of duties does not mean asking someone else to do what you are not willing to do – nor does it imply a transfer of responsibility.



The ability to delegate is vital to prioritise your workload, empower your senior team, engender trust among your staff and develop staff experience and capabilities.

Core elements of effective delegation



Communication

Managers need to be able to communicate clearly with their employees when delegating. They have to explain why an employee has been assigned a task, what the task is, what the expectations are and when they require the task completed by.

Listening is also an important communication skill to use when delegating. You need to listen to any questions or concerns of your employee, and make sure he or she understands your expectations.



Giving feedback

While delegating means giving an assignment to someone else, this does not mean you are not responsible. Provide clear feedback on what they did well, what they struggled with, and why. This will help the employee perform tasks even better the next time.



Trust

Often, managers do not delegate because they don't trust their senior staff to do as good of a job as they would. A good manager trusts the skills of his or her senior team. They lay out clear expectations, and provide feedback, but they do not micromanage while the senior team and their staff work on the task. Trust is key to effective delegation.



Delegation is not only an efficient way of undertaking multiple tasks but is also a great way to identify and nurture future leaders. Equally, ensure one person is a project owner to ensure accountability.

Knowledge required to be a General Secretary

The previous section focused on the practical skills required to succeed in the role.

Here, we will look at the knowledge that will be expected of your position in the organisation: knowledge of football, strategy, planning and event management, finance, budgeting, procurement and governance.



1.3.1 Strategic planning

“A goal without a plan is just a dream”. It is important when in position that you review any existing strategic plan to establish the current reality of your organisation.

Ownership of a strategic plan is the responsibility of the Executive Committee but implementation of the plan should be owned by you. Depending on the size and resources of the MA, a strategic plan may not yet be developed.

Regardless, it is advisable to review the organisation’s performance, key challenges and key opportunities. The quickest and easiest way is to compile a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats - see **Appendix 1.2**), and working through the four-stages of where are we now, where do we want to be, how do we get there and are we getting there.

In doing so, you should create critical success factors to give your strategic objectives priorities i.e. growing registered participation could be a critical success factor, which can in part be achieved by encouraging 5000 more girls between 12-16 to play grassroots football.

1

Situation Analysis

Where are we now?

Internal analysis
External analysis

2

Strategy

Where do we want to be?

Vision & mission
Values
Strategic goals
Objectives

3

Implementation

How do we get there?

Action plans
Resource & budgets

4

Monitoring

Are we getting there?

Monitoring
Evaluation





The creation of a strategic plan will form the basis of your stewardship and the measurements and metrics applied will measure the progress of your organisation against that plan. Equally, the progress of your staff will be measured through an effective appraisal system.

The strategic plan, which might cover four years, should have an annual business plan or a macro strategy covering the President's mandate accompanied by an annual budget. This business plan, produced annually, is the work plan for the MA for the year and will cover the pillars/goals and objectives set out in the longer term strategic plan. All team and department heads' annual objectives will be within this operational plan. The targets in each annual operational plan will come from the targets contained in the wider longer-term strategic plan. Monitoring of these annual targets will help you to keep on track in terms of achieving your key KPI's. This monitoring process demonstrates whether KPIs were achieved or not, and why.

The key to successful strategic implementation is to prioritise your challenges and opportunities into short, medium and long-term goals.

These should then inform your departmental team objectives, against which your team's performance will be measured.

Being constantly reactive to situations that arise will leave you over-stretched and unfulfilled in the role.

Effective delegation is key. Consider the skill set of your heads of department and entrust them to deliver on key strategic objectives within their role or function. For example, while you will ultimately be challenged to improve revenue and commercial performance, the Commercial Director's remit is ultimately to generate new business, increase sponsorship revenue and provide new income streams.

You should ensure the department heads have clearly defined objectives every year and implement a reporting system each month that enables the organisation to keep track of their performance, while at the same time showing leadership and giving direction. This system should be owned by you, with the results shared with the Executive Committee, but project managed by your senior management team, who should be tasked with calibrating the objectives across departments for consistency and fairness.

While not an exhaustive list, you should look to achieve the following broad goals:

- **Growth of participation**
- **Improved performance of national teams**
- **Girls' and women's football growth**
- **Increased commercial returns based on improved on and off-field performance**
- **Highest standards of equality and Inclusion policies**
- **Good governance and administration**
- **Facilities strategy to support growth.**

Strategic planning process for you to lead

The following provides a checklist for you when beginning the process of developing a strategic plan:



Conduct research. Send the football family a questionnaire to gain their feedback. Meet internal and external stakeholders (as defined in chapter three) in focus groups to gain their thoughts on the key priorities.



Conduct a workshop with staff and the Executive Committee. The purpose of this workshop is to scope out the vision, mission, values, goals, objectives and action plans over the coming term.



Engage with the member clubs and other stakeholders to receive their feedback and support for the new strategic priorities (following the output of the workshop).



Gain final approval on the strategic plan from the Executive Committee and Congress or General Assembly.



Produce internal plan.



Produce an external document. This is for distribution to all stakeholders.



The annual Activity Report should be shared at the General Assembly (sometimes known as the Congress or Conference) by the Executive Committee.

These are key pillars that should form your strategic plan:



SITUATION ANALYSIS

Where are we now?

STRATEGY

Where do we want to be?

IMPLEMENTATION

How do we get there?

MONITORING

Are we getting there?

The above will enable you and your senior team to create an action plan for delivery, which should include regular monitoring and review periods throughout the duration of the strategic plan.



VISION

Clearly define where you want your association to be in the future.



MISSION

The reason why the association exists. Simply put, what is it you do.



VALUES

The guiding concepts, beliefs and principles of the association.



GOALS

These are long-term targets to which resources are directed to help you achieve your vision.



OBJECTIVES

Specific milestones which lead to the realisation of strategic goals.



ACTION PLANS

Specific tasks or actions to be completed under each objective.



RESOURCE & BUDGETING

Forecast income and expenditure over the term of the strategic plan. Identifying the necessary human resources required to implement the plan.



MONITORING

Overseeing the implementation of the action plans, objectives and goals.



Set ambitious but achievable targets but ensure you work across the wider football family to achieve buy-in to a strategic plan that improves standards at all levels of the game.





Four-year budget

When developing your association's long-term strategy, be sure that all goals and objectives are appropriately budgeted for. This includes considering the following costs associated with executing your strategic plan:

- Personnel and hiring costs
- Professional fees
- Infrastructure and equipment costs
- Travel and logistics costs
- Costs of football development; and competition and programme delivery
- Marketing and promotion costs

Developing a four-year (long-term) budget whilst developing your Association's long-term strategy will help you:

- Understand the financial resources you need to deliver strategy
- Allocate financial resources more efficiently and effectively
- Prepare for logistical and operational needs
- Understand if the association can realistically pursue goals and objectives.

The long term budget is directly linked to the four-year strategic plan. These documents are then broken into annual business plans and one-year budget during the strategic plan period.

1.3.2 Financial management

As General Secretary, you will rely heavily on your Finance Director or Head of Finance in ensuring that the association is managing its financial responsibilities and resources effectively, to ensure it is viable and sustainable into the long-term and is able to grow its financial capabilities to invest further into football.

In order to achieve this, you will need to understand and have ultimate responsibility of your association's:

Financial governance

Financial systems and capabilities

Financial strategy

Financial management

Financial position and financial performance



Financial governance

Your association's guiding principles in how it generates, manages and safeguards its financial capabilities and resources to remain viable are a direct result of its financial governance systems.

Your association's financial health should have your constant focus. A robust system will enable you to encourage greater financial performance but also to provide financial stability and security; these are essential to undertake any effective strategic planning and organisational growth.

The key elements of your association's financial governance systems will include:

The association's statutes, which will:

- **Provide information on the association's financial year period;**
- **Include the responsibilities of the Congress and Executive Committee in approving budgets and financial accounts; and**
- **Include any finance and audit-related committees that should be established and their roles.**

Insurance, and an appropriate level of coverage for:

- **The association's assets and equipment;**
- **The association's employees;**
- **The public, especially fans coming to your events and matches;**
- **Players, referees and coaches;**
- **Travel, especially for national teams; and**
- **Your association's directors (the President and Executive Committee).**

Statutory obligations, including assurance that:

- **Tax, levy and fee obligations to local statutory bodies are met**
- **Statutory reporting to local authorities is submitted on time**
- **Acquittals of grants (FIFA, CAF and government) received are satisfied.**

Financial Policies should form part of a finance management manual to ensure those policies are established, codified, approved by the Executive Committee and always complied with, including:

- **Procurement (and related authority, delegations and segregation of duties);**
- **Payments (and related authority and delegations);**
- **Income recognition and debtor management;**
- **Supplier and creditor management;**
- **Payroll;**
- **Reporting;**
- **Cash management and treasury;**
- **Budgeting;**
- **Asset management; and**
- **Compliance with any obligations indicated in the FIFA Forward and CAF Development funding regulations.**



Finance Committee

You (and your President and Executive Committee) will rely on your association's Finance Committee's to advise, help determine and monitor:

- **Financial policies and systems;**
- **Finance strategy and budget development;**
- **Financial reporting and disclosure;**
- **Risk management policies and systems as they relate to the association's financial governance, management and resources; and any**
- **Recommendations to the Congress or Executive Committee on the approval of budgets and financial statements.**

Typically, specific details of your association's Finance Committee, its composition and meeting requirements are usually detailed in the association's statutes.

Audit and Compliance Committee

If your association has an Audit and Compliance Committee (recommended), it will typically be composed of independent members who are not members of any other body of the association.

This committee typically reports to Congress and its responsibilities can include:

- **Monitoring financial and compliance matters against the association's regulations and policies;**
- **Ensuring the completeness and reliability of the financial accounts; and**
- **Review of the financial statements, the consolidated financial statement and the external auditors' report.**

Typically, specific details of your association's Audit and Compliance Committee, its composition and meeting requirements are usually detailed in the association's statutes.

Financial systems and capabilities

Whilst your association's financial governance systems create the framework that help ensure proper and effective financial management, it will be the systems and capabilities that underpin your association's finance function that will determine how well you are able to manage your financial resources.

You will be responsible in ensuring that the association's finance function is:

- **Led by a qualified and experienced Finance Director or Head of Finance, who:**
 - Should be post-graduate qualified
 - Should preferably be CPA or Chartered qualified, or equivalent
 - Has experience in leading a finance function
 - Has experience in developing and managing budgets
 - Has experience in producing and interpreting financial reports and
 - Is supported by appropriately qualified and experienced finance staff
- **Appropriately located within the association's office, preferably;**
 - With secure lockers and cabinets to protect cash on hand and confidential information
- **Equipped with suitable computers, software, printers and network capabilities.**
- **Using contemporary accounting software, capable of;**
 - Managing all accounting, procurement and cash transactions
 - Integrating with online banking portals
 - Budgeting
 - Payroll
 - Reporting

Financial strategy

Whilst strong financial governance and management will help safeguard the financial viability and resources of your association, they are typically not beneficial in growing revenue and income to help increase the investment required to developing on and off the field.

To develop your association, and help grow the income necessary to do that, you will need to have a strong financial strategy, made up of a budget that:

- **Is long-term, at least two years**
- **Has involved the President and Executive Committee**
- **Is aligned to your association's strategic goals and objectives**
- **Sets realistic, but ambitious targets for;**
 - Building some cash reserves
 - Asset growth (and possibly liability reduction)
 - Revenue growth, especially for commercial revenue (sponsorship, broadcasting, match related, merchandising and licensing) and grants (CAF, Member Association and government)
 - Costs, and the control thereof
- **Has been developed using historical financial information as a cross reference, especially to ensure no significant income or costs have been overlooked**
- **Has considered CAF and FIFA calendars, especially regarding national team activities**
- **Has actively involved each function and department, especially their directors and heads, to help ensure relevant and reliable financial assumptions have been made and accountability is established**

- **Has a chart of accounts that is related to the function areas and activities of the association (activity-based costing method), where the budget can be classified by each function area, department or activity (cost centres) and then specific income and expenditure items to help build greater understanding of financial efficiencies; and**
- **Is categorised monthly to allow more accurate cash flow forecasting and improved monthly management reporting of performance against budget.**

Refer to [Appendix 1.3](#) for a simple budget template.



A timeline guide for developing your association's budget

Given the importance of your association's budget, and the amount of time typically associated with its development, a proper plan to developing your budget is essential.

The following timeline provides a worthwhile guide to consider (assuming a January to December financial year period - financial years can also differ across MA's). The budget process should be a year-round consideration and fit within your annual business plan (the annual business plan should always link to the long-term strategic plan goals and objectives).

Timeline example:

	<p>6 MONTHS from start of new financial year</p> <ul style="list-style-type: none"> • Discuss and clarify long-term financial objectives of the President and Executive Committee • Collect and collate historical budget (and current year financial performance) information from key personal • Identify key activities for next year(s) • Confirm key assumptions to be used for significant revenue and expenditure items • Each function and department to develop budgets and forecasts
	<p>5 MONTHS from start of new financial year</p> <ul style="list-style-type: none"> • Develop first consolidated budget and oversee first review • Submit (updated) draft consolidated budget to President and Executive Committee
	<p>4 MONTHS from start of new financial year</p> <ul style="list-style-type: none"> • Submit (updated) draft consolidated budget to Finance Committee • Finance Committee review and provide feedback
	<p>3 MONTHS from start of new financial year</p> <ul style="list-style-type: none"> • Budget approved by Executive Committee and possibly endorsed by Congress/General Assembly.
	<p>2 MONTHS from start of new financial year</p> <ul style="list-style-type: none"> • Budget distributed to senior management team for implementation

Financial management

You will rely on your Finance Director or Head of Finance, and their team, in the day-to-day financial management of the association.

Despite this delegation, you should be aware of those factors and systems that will ensure the effective and efficient management of the finance function that help lead to achieving good financial governance, help achieve financial strategy and performance, and provide accurate, timely and reliable information for making good decisions.

These factors and systems include:

- **A chart of accounts that is categorised by individual department, cost centre and activity, to help provide greater financial insight**
- **A full-year finance and accounting calendar identifying key dates for**
 - Statutory obligations – both financial and reporting;
 - Key payments and financial obligations;
 - Key income receipts; and
 - Reporting dates, for
 - General Secretary
 - Each function and department
 - President and Executive Committee
 - Congress
- **Defined and documented financial procedures that are reviewed and updated annually, to ensure appropriate and relevant internal controls exist and are complied with.**





Financial position and financial performance

You should be familiar with and understand both the association's financial position and financial performance.

Your **financial position** relates to the association's financial strength, and you should receive monthly the association's :

- **Cash position, including**
 - Bank balances (and associated bank reconciliation reports); and
 - Cash flow forecasts (preferably for next 6 months at least)
- **Net asset position, through the statement of financial position (balance sheet)**
- **Debtor and creditor reports.**

During times of severe cash or financial distress, you should expect to receive the above information weekly and even possibly daily.

To understand the **financial performance** of your association, you will typically rely on the receipt of monthly management reports. These should be delivered no later than 15 days after the end of each month and include:

- **Income and expenditure statement (profit and loss) against budget**
- **Full-year income and expenditure forecast**
- **Variance analysis report provided by the finance director or head of finance explaining any significant differences between budget and actual performance.**

1.3.3 Governance

As the governing body, it is incumbent on you to set the highest standards of behaviour and accountability. As set out in Section Three, you will become familiar with the relationships at national level with your clubs and other football stakeholders and at international level with CAF and FIFA.

These relationships are key to ensure your organisation is compliant with the relevant FIFA Statutes and CAF regulations on governance. CAF's Governance Regulations should help shape your own MA policies. There may also be government criteria where any public funding is conditional on meeting good governance policies.

Effective governance is a key element in ensuring that football authorities function properly and the commitment to it should be clear in your strategic planning and objectives.

Good governance comprises all aspects of everyday work within your organisation, including transparency, accountability, equality, child safeguarding, diversity and inclusion, but it should also define the principles of your organisation and your leadership via its constitution.

For example, your association should set term limits for the election and re-election of your President and Executive Committee, including staggered elections to ensure business continuity and avoid regular replacement of experienced Executive Committee members at the same time.

Executive Committee members should also be identified, recruited or elected based on their complementary skill sets, for example the following areas of expertise should be considered as a potential Executive Committee skills make-up. Depending on the statutes, your Executive Committee may be representatives of your membership, independent non-executive directors, or a mix.

As a group, the Executive committee members should have aspects of the following skills:

Commercial or sales

Finance and accountancy

Marketing and communications

IT and technology/ innovation

Private sector expertise

Equality and inclusion

Football/Sports achievement (e.g. former players)

Risk management

Legal



On a practical level, you can also ensure good governance cascades to your senior team and the wider organisation. The following should be considered fundamental in any good governance checklist:



Review the MA's Statutes to ensure it represents all key stakeholders within the football family. (Areas to consider would include: make-up of the assembly, make-up of the Executive Committee, committee structure and membership).



Diversification in the decision-making of the Executive Committee and senior management team with a balance of skill sets, genders and backgrounds represented.



Robust and visible policies and procedures such as on grievance, child protection, health and safety, training and development, which are the collective responsibility of the Executive Committee, you and senior management.



Tournament/competition rules and regulations in place.



Strategic plan in place with visible implementation plan, metrics and measurements.



Financial management systems and audit in place.



Risk register to identify, monitor and counteract critical business risks. This should include a risk assessment checklist, by project or goal, assessing the level of risk, action taken to be taken, and ownership of that action.



Effective running of the Executive Committee and full-time staff including terms of reference, regular meetings, delegation of authority, rules and regulations, and term limits.

CAF is supporting the Member Associations in reviewing their status and incorporating good governance principles.

1.3.4 Commercial

You should be aware of the commercial and sales opportunities that will help grow the revenue and profitability of the association, but the appointment of a Commercial Director, Commercial Manager or Commercial Consultant/Agency will provide the necessary expertise in that field.

You should, however, have a working knowledge of the areas of the business that will generate income for your association:

01 Broadcast and Multimedia Rights

You will need to understand the broadcast market in the territory, the current value and future value of rights. A good understanding of first-party, second-party and third-party rights is also required. An evaluation of the broadcast and multimedia rights can be done internally or by engaging with a rights seller or specialist external agency.

02 Key Sponsorship Inventory

You should have regular updates on the status and renewal dates for these, a list of potential new inventories to sell and a sales pipeline in place outlining the key businesses to approach. You will need to ensure contracts are tendered/renegotiated before the existing term lapses. The commercial department must ensure frequent account management and regular meetings with the sponsors are in place.

03 Stadium Advertising and Partnerships

If you own your national stadium then advertising opportunities are available for naming rights, separate sections of the stadium or partnerships that could reduce your costs and increase revenue, such as Official Beverage/Stadium Technology/Broadband Partner.

04 Matchday Revenue

Ticketing can be a substantial revenue stream along with in-stadium food and beverage. Make sure ticket prices are competitive and attractive to a broad range of potential fans. Equally, decide whether F&B is best managed internally to maximise income or outsourced to reduce overheads.

05 Merchandising and Licensing

As above, merchandising, especially around matchdays, can improve commercial income along with licensing agreements with potential sponsors who wish to use your IP and would pay for the ability to market new products to fans and wider consumers. You will need to consider if they manage the merchandising themselves or outsource to a professional organisation that is a specialist in licensing/merchandising.

06 Supporters' Membership Club

If you have a healthy and dedicated fan base, a supporters' club could be a new way of creating revenue and building a strong database for sales and marketing.

07 Government and other public funding for social responsibility and other initiatives

It is important to ensure your strategic plan is aligned behind government health and wellbeing objectives. Football has the ability to radically improve people's lives and government agencies will be keen to align for mutual benefit to society. It is important to cultivate relations with senior civil servants and key ministries, including sport, health and education.

08 Innovation

Capitalising on the growth of eSports and Over the Top platforms for additional media rights value. In addition, the selling of live data to online organisations can help to drive new revenue for the association.

For all commercial contracts, it is essential to understand the following:

01

The terms and conditions including duration of contract, and renewal options & dates.

02

How to measure the impact sufficiently to up-sell, cross-sell or increase the fee upon renewal. For example, a partnership that increases a particular metric (database sign-ups, participation numbers or revenue for sponsors) should be reflected in future negotiations.

03

Is there category exclusivity? For example, no more than one official match ball provider (exclusivity can often maximise commercial value).

04

Is there a break-out clause or performance-related bonus?

05

Will the commercial partner be investing in activating their agreement with the association?

06

Are the rights the MA has offered deliverable?

07

What is the cost for the association to deliver the rights agreed with the sponsor each year? Have you sat down to work out the actual costs of delivery (include staff time, travel costs as well as any production and printing expenses).



Debate on distribution of income is a common challenge. Ensure the key stakeholders from the professional and grassroots games understand your objectives as the national governing body and use data and research to validate spend and demonstrate Return On Investment.



1.3.5 Event management

You do not necessarily need to be strong on event management but you should have a good understanding on how to manage and implement the process.

Implementing a good event management plan is vital for any MA, especially in relation to international matches and national cup competitions.

The key to running successful events involves advance planning and detailed organisation.

Set your objectives

The first part of planning your event is to decide what your goals and objectives are. You should ensure your objectives are SMART (specific, measurable, achievable, realistic and time-based).

Plan the elements of your matchday event

You will need to decide on aspects such as:

- **Safety and security**
- **Venue management**
- **Competition matters**
- **Budget**
- **Logistics - dates and times**
- **Event operations**
 - Site or venue (design and set-up)
 - Entertainment and catering
 - Pitch preparation
 - Workers – e.g. hired staff, volunteers, contractors, stewards, police
- **Commercial**
 - Broadcast
 - Ticketing and hospitality
- **Visiting Team**
 - Team logistics
- **Official protocol**
- **Volunteers**
- **Media**
 - Domestic and international media

Consider how these elements will help achieve the objective of your event.

Budget

Ensure that the budget covers all costs. Ask suppliers and contractors when they will require payment. Create an event-specific budget and ensure all costs have an associated Purchase Order assigned. It is good practice to consult with your finance team each month on income v expenditure of key or major events to ensure you are on track to deliver a profit.

Ticket sales

If you are hiring your stadium or have limited capacity, consider whether you will allow visitors to book through an event registration or ticketing system. This could involve an online service or be built into your own website. You may choose to simply charge admission at the turnstile. Selling tickets in advance of the event can help with cash flow.

Promotion

You will need to think about promoting your event well in advance. A marketing and promotional plan will need to be created. If the event is a match-day, you will need a ticketing strategy, and cash flow will need to be matchday to income from ticketing and commercial.

Event organisation checklist

Forward planning is the key to organising a successful event. Refer to the useful matchday operations and event planning checklist in **Appendix 1.4** and **1.5** when organising an event.



Finalise event details and start promotion

An MA should work out the finer details of an event four to five months ahead of it taking place. This includes:

- **Liaising with participants, entertainment, food stalls and exhibitors to arrange travel, accommodation, logistics, presentations and contracts**
- **Arranging event booking and ticketing if required, with consideration to ensuring at least five weeks for any ticketing campaign to enable consumers to purchase in advance.**
- **Promoting your event. The promotion plan should lead right up to the day of the event.**

Final event checks

One week before your event, make your final preparations:

- **Finalise the agenda/running order**
- **Brief staff, contractors, volunteers, stewards, public safety officials and speakers on the final timings and arrangements**
- **Update on attendance figures to ensure appropriate safety and other provisions**
- **Liaise with the media, if this is part of your event promotion**
- **Confirm logistics such as site or venue set-up, deliveries and travel arrangements**

Post-event checklist

After the event there are a number of things you should do:

- **Conduct a review of the various articles and mentions of the event in the local and national media (TV, newspaper, radio, online)**
- **Organise a debrief with the staff involved. Identify what went well and what needs improved for the next event. Areas of improvement should be included in the overall event management checklist**
- **Conduct a post-event survey – find out what visitors enjoyed and what could be improved**
- **Conduct your own evaluation of the income generated and expenditure. Did you make a profit? Did you make a loss? Why was there a loss and what actions can you take to ensure the next event does not make a loss?**



Regular communications between all the staff, partners and contractors/suppliers is key. Ensure your event or project manager is having weekly or bi-weekly updates with the wider event delivery team.

It is equally important to conduct a debrief with the relevant event staff (event manager, stadium manager, commercial manager, communications manager) to review the success of the event, identify and address key learnings and update any future event planners accordingly. Normally this should take place at least one hour after an event or match.

1.3.6 Procurement

In such a diverse organisation it is likely that you will be required to procure a wide range of goods and services from external suppliers and vendors. The procurement function may have a dedicated resource or member of staff, or may be within your governance team. It will likely also have a reporting line into your Finance Department and/or Administration Department.

Capital projects, such as those funded under the FIFA Forward Programme, require a robust procurement policy as part of the financial manual.

An effective procurement policy will ensure that you have the most competitive prices and the ability to seek best value across a range of areas.

It should include:

- Number of quotes needed
- Difference between a normal procurement process and when a tender is needed
- What type of tenders exist (open/closed, RFP, ITT, etc.)?
- What is a pre-qualification?
- When is a contract needed?
- How to select an evaluation team?
- What should be the evaluation criteria and the weights?
- What are technical criteria and business criteria?
- Who and how is the approval process?

In football, procurement can range from IT provision, website build and maintenance, team travel and accommodation, to tendering for the construction of a facility.

Without a robust procurement policy, costs can often ramp up and leave the organisation over budget.

A competitive tender or bidding process is advised, especially for larger or more costly investments. There are also specific guidelines on procurement procedures and tender processes in the FIFA Forward Programme regulations.



NOTE: three quotes from suppliers for a contract between \$50k to \$299k and full tender for projects over \$300k and above.

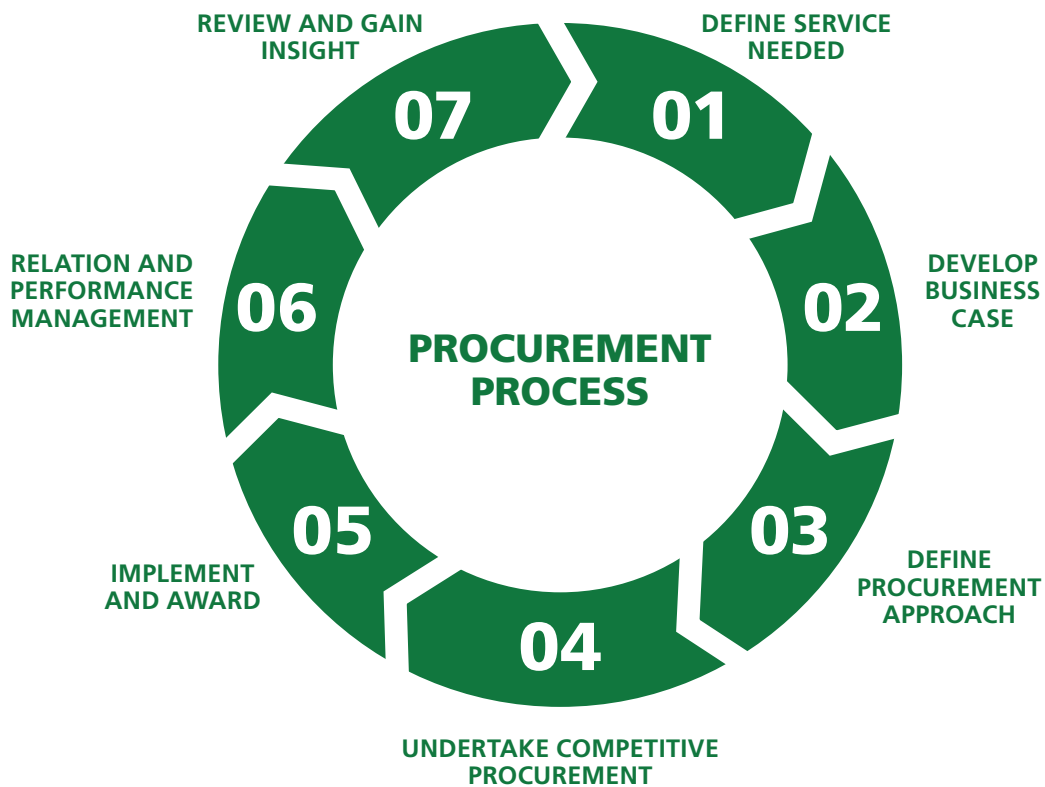
The following procurement process will allow you to make an informed decision based on a number of factors including:

- **Quality**
- **Quantity**
- **Production**
- **Price**
- **Location**
- **After-sales service and support**

All purchasing decisions should include factors such as delivery and handling and price fluctuations.

It is worthwhile including a list of goods and services the association will need, across every department, in your business plan to ensure your leadership team have budget and accountability for each area.

It is also worth considering whether there is value to be found in contra arrangements, whereby a set of goods or services may be procured in exchange for a relevant sponsorship or partnership deal that suits both parties i.e. a deal with a local waste management supplier for services, offset against a sponsorship package that enables them to promote the fact they are your official supplier – value in kind.



1.3.7 Understanding football

While a detailed or intimate knowledge of football in your country is desirable, the talent pool from which General Secretaries are recruited has become increasingly diverse as the game seeks to learn from other industries.

Regardless of your previous career or sector, you should seek to broaden your understanding of how the key areas of a football organisation operate individually but also inter-connect to ensure a sustainable and prosperous game.

We have considered good governance, commercial and financial performance, and communication elsewhere in the chapter but the following strategic pillars should be considered a good practice guideline:



HIGH PERFORMANCE



GRASSROOTS DEVELOPMENT



WOMEN'S FOOTBALL



REFEREE OPERATIONS



COACH EDUCATION



CLUB DEVELOPMENT AND
COMPETITION MANAGEMENT

High performance

While this may seem unfair, you may be judged on the success or otherwise of the senior men's and women's – and in some cases youth – national teams. The national team evokes pride and passion among the nation and a strong relationship with the national coaches will be instrumental to your credibility. If a senior head coach position becomes available, an astute recruitment policy will also reflect well on you.

In this regard, perception is key: if the national team is successful – comparative to expectations of your MA and supporter base – then it is indicative of a successful talent pipeline, which in turn is testament to grassroots and elite talent development in your country.

Empowering a strong Technical – or High Performance - Department will be an essential part of your strategic plan. There, the best coaches, sports scientists and performance specialists can help provide a framework of excellence for your pathway of talent.

This can also link the domestic league and the members association with a shared commitment to excellence and achievement.

This can take the form of:

- **A national performance centre**
Housing the best talent at all age groups and becoming a centrepiece for achievement and a potential training base for your men's and women's national teams. This can be a multi-sport centre of a government-funded 'crown jewel' for football in your country, bringing the best players together more often.
- **A high-performance strategy**
Which builds systemic success, to include a dedicated pathway for the most talented players and coaches in the country, supported by the best sports science, including strategic alignment between clubs and regional talented player development centres, talent identification, athlete development, athlete education, etc.
- **Talent development games programme**
This can be agreed with the domestic league to provide the most competitive games format for players under 21 and throughout age-level football.

The creation of a Technical Department, led by a Technical Director consisting of key coaches, medics and sports scientists is often a way of maintaining dialogue but more importantly providing forward planning for tournament preparation, fixture schedules, training camps and logistical and travel plans and budgets.

This group will also make the coaching team feel part of your strategic planning and, if appropriate, a critical member of your senior management team.

Setting clear targets and budgets will also help remove media-driven pressure based on results and subsequent reactive decision-making that can have an impact on finances and reputation.



Your relationship with your national team coaches and Technical Director is vital. Your success will be inextricably linked to success of the national teams. You must find a balance between being supportive without being intrusive. Equally, a formal Technical Department will help ensure your coaches are also involved in – and accountable to – your organisational strategy.

Grassroots development

If the professional and international game is the apex of the football pyramid, then its base is in the grassroots. Member Associations are expected to grow participation in the game, which can contribute to a healthier and more aspirational society and a stronger domestic association.

The MA sets the strategy for development and will work with local and national government, as well as with CAF and FIFA, to ensure growth and diversity in the game.

Grassroots football is about encouraging fun: not all footballers will become professional but all should have the opportunity to play recreationally.

A grassroots participation strategy will include activities in schools, communities and clubs. Programmes of activity normally take place on weekends or after school, and throughout public holidays. The MA is normally tasked with improving the number and quality of facilities to encourage play.

The finances to employ coaches can, in some cases, be through public or commercial funding. In most cases grassroots coaches will be volunteers but a well-structured programme and clear pathway will improve results over time.

You will need a good understanding of the various public and commercial funding streams that can be applied to support your development programme.



These include, but not limited to:

- Commercial sponsorship
- Local government
- Central or national government (sports ministry)
- Central or national government (tourism, health, education, youth ministry)
- NGOs such as the UN
- Grants and foundations

You will need to:

- Work with the technical director to develop a grassroots participation strategy
- Work with local and national governments to identify their objectives in terms of improving the nation's health

and wellbeing. You will need to link their objectives to the grassroots participation programme with the overall aim to work in partnership and secure funding.

- Secure funding from the sources outlined above, to increase coach education for all grassroots age levels and abilities
- Measure the impact of football to local communities, using case studies and a national audit of participation by number and diversity (ie disability football, adult football)
- Work with local sponsors to support investment in local facilities
- Create a volunteer workforce to help deliver the grassroots participation strategy

Women's football

For many MAs, growth in women's football is their single biggest strategic priority. The growth of women's football in recent years has been exponential, and as well as generating more commercial income through unique and exclusive sponsorships, increasing participation and improving perceptions around football for girls and women is hugely important.

CAF has created a strategy to develop the women's game throughout Africa. It is imperative that girls and women are given the same opportunity to play and aspire to develop a career in the game.

To achieve this, you should ensure the MA has a stated commitment and strategy to develop girls and women's football. This should be endorsed at Executive Committee level and ensure a clear and bespoke pathway for development from school age to the elite game.

Areas to consider in the strategic plan include:

- Developing and growing girls' football in schools (primary and secondary levels)
- Working with clubs to create girls' teams within their academy structure as part of club licensing criteria
- Implementing a domestic league
- Strengthening the elite structures at youth and senior level
- Ensuring a talent ID system and player pathway has been developed for the women's game
- Working with the Refereeing Department and coach education and provide opportunities for females to develop and excel in these areas
- Identifying sponsors to work alongside to help fund and grow the women's game
- Creating and roll out a marketing campaign to promote the women's game
- Establishing women in football leadership programmes



Referee operations

Without match officials, there is no game. Yet it remains one of the most difficult and high-profile jobs in football. It is likely that your Member Association will be responsible for the recruitment and retention of match officials for all levels of the game. You should ensure that you have a subject matter expert, ideally a former referee of high standing and respect, to implement your development pathway.

Recruiting match officials can be more difficult than having to introduce a grassroots programme and so it is important to work smartly in encouraging opportunities, perhaps players who have left the pathway, and students and academics who may be interested in trying it out.

It is imperative that match officials of all levels understand and can apply the FIFA Laws of the Game. This makes being a match official a specialism that requires a thorough development and coaching plan from the MA. It is important for you to establish a Referees Committee.

This committee should be responsible for the following:

- Ensuring the appropriate referee structures and pathways are in place
- Selecting referees
- Growing the number of referees at all levels of the game
- Providing training through regular workshops

REFEREEING PATHWAY

CAF REFEREE

International-standard match officials and assistants

CATEGORY 1 REFEREE

Officiate in the top professional league

CATEGORY 2 REFEREE

Officiate in the other senior professional leagues

CATEGORY 3 REFEREE

Officiate in the semi-professional and senior youth leagues

CATEGORY 4 REFEREE

Officiate in youth and amateur football

CATEGORY 5 REFEREE

Officiate in schools and youth football



Coach education

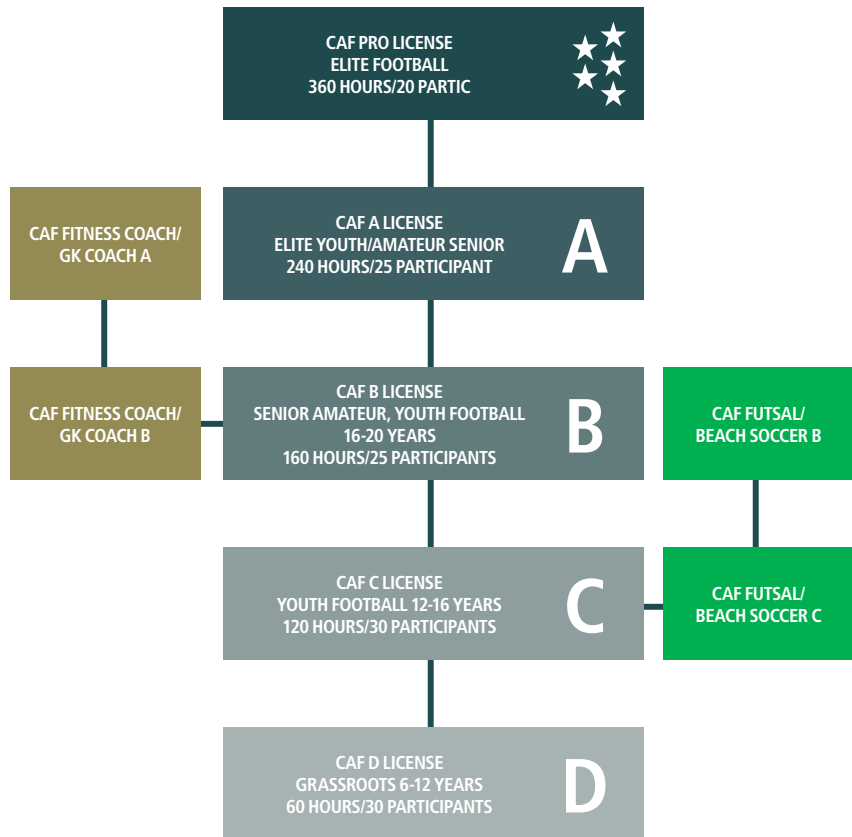
Whether you are developing grassroots football, referees or international footballers, coach education is an essential part of an MA's responsibilities and by extension should be a priority for you.

In order to maximise coverage across all areas of responsibility, you will need to have an experienced and respected practitioner as Head of Coach Education (or Technical Director). Their role will be to galvanise a workforce of coaches to develop the game at all levels.

Their work will cascade down from the elite apex of the game to the grassroots base. Given the number of players involved in football, you will be reliant on cultivating a programme that caters to all levels.

CAF has created a coach development framework from the D License level (teaching at the earliest ages and stages) to the Pro License level, without which coaches will not be able to practice within the professional game.

You have a responsibility to ensure coaches of younger players undertake and pass rigorous child protection policies and procedures and that your coaching ladder is monitored to ensure it includes all modern coaching and welfare practices.



Ensure your Technical Department is organising regular personal development and knowledge exchange courses for coaches who already have achieved their badge. An annual calendar should be created of various workshops and online content for existing coaches.

Club development and competition management

Clubs are in most cases members or affiliated members of the association through their respective league body or regional association. They sit, individually or through representation, at Congress; they might have voting rights and they might have representatives at the Executive Committee. You should be aware of the relationships that exist between clubs and the association.

You should maintain a good working relationship with the clubs and ensure relevant programmes are implemented to help grow and develop the clubs, such as:

Club licensing

The association should ensure that club's activities lead to the development of the game (e.g. invest in youth, produce talents for the national teams, expand the fan base, participate in domestic tournaments, develop the women's game, etc).

You should work alongside the clubs to implement a club licensing programme that defines financial, administrative, technical, volunteers and infrastructure standards. Once the programme has been approved through consultation, it will be the association's role to implement them, in cooperation with the league. Strong clubs will help to have a strong association!



Club education

Strengthening the skills and knowledge within clubs is important and therefore you should develop specific programmes, with the help of CAF, to set minimum operating requirements. The MA should conduct an audit of the clubs to identify areas of weakness as well as identify key topics where training is required across all the clubs.

Once the audit has been completed, a programme should be developed over the year covering a wide range of topics such as commercial, finance, marketing, growing the fan base, improving coaching standards, talent identification, communications and social responsibility. Tools such as webinars, e-learning, seminars, conferences and one-to-one workshops should be used to strengthen the skills and knowledge in member clubs.



You may need to create a department or some specific functions within the existing set up of the organisation to manage and roll out club licensing and club governance.

360 skills review

It is good practice to measure your knowledge and skill-set in the areas above by undertaking 360 skills review with peers and senior staff members. The goal of the 360 skills review is to provide a balanced view of how others view your skills, knowledge and performance, in the areas outlined above.

The template in [Appendix 1.6](#) is an example of an effective tool that will enable staff, key stakeholders and the Executive Committee to analyse your performance and areas of improvement. Following the feedback from the 360 skills review, you can develop an action plan to improve on the specific areas highlighted. The template in [Appendix 1.7](#) can also be used to give staff a visual representation of their strengths and areas for improvement.

This action plan will contain:

- **Key areas for development (e.g. financial management)**
- **Action required (e.g. enrol for a financial management course)**
- **Timeline to be completed (e.g. 31 December 2025)**
- **Person responsible for organising the areas of development**

A 360 skills review should help the Executive Committee set your annual objectives but also enable meaningful feedback on how you have delivered against those objectives.

Ideally, feedback should be garnered through the 360 skills review process on the following areas:

Skills and knowledge in relation to the areas outlined in this handbook

Clarity of objective setting each year

Demonstration of the organisation's values

Training and personal development requirements



The 360 skills review document should be circulated to key people you work alongside on a frequent basis.

This includes, but not limited to:

- President**
- Executive Committee**
- Senior management team or director-level staff**
- Government officials**
- Commercial partners**
- Chairs of committees in the association**

This allows positive attributes to be championed but also for areas of improvement to be diagnosed and added to your appraisal. Having you contribute to a 360 skills review demonstrates a commitment to the organisation's values and accountability but this 360 skills review should be coordinated and managed by the President to ensure integrity and confidentiality of process.

Those completing the 360 skills review should assess your performance against the skills and knowledge areas identified earlier in this section and graded on a 1-5 basis (with 1 is 'very poor' and 5 is 'excellent').

The feedback should be considered confidential, to encourage honesty of submission, but also to prevent any external PR issues with any constructive feedback going into the wrong hands.



- You should conduct the 360 skills review a minimum of once every two years. [Appendix 1.8](#) provides an overview of the 360 skills review process which you can follow.**
- You should not take this review in a negative way but rather as a positive exercise which help you to improve in your role.**
- Conducting the 360 skills review is vital to ensure you where you are strong and what areas of improvement are required in order to be the best you can be.**



2

MANAGING THE ORGANISATION AND STAFF





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What you will learn in this chapter

A critical role is the management of the association and its staff. This chapter will outline policies and processes for refining the association's personnel requirements and structure. This includes how to successfully identify and retain the people needed to ensure the association operates effectively.

The chapter also outlines organisational policies that should be implemented to ensure operational effectiveness, including anti-bribery, anti-discrimination, safeguarding and asset management.



Introduction

It is important you manage and develop staff within the association. The staff will ultimately deliver the operational duties of the association, from organising an international match to securing income for the development of the game and much more.

You must assemble a high performing team for the association in the same way a head coach creates a winning team on the field. The association's staff should be seen as key internal stakeholders and as the only people paid directly by, and the only people working full-time for the association they are arguably the most influential.

This section outlines the main areas for you to consider when managing the organisation and staff.



Organisational structure

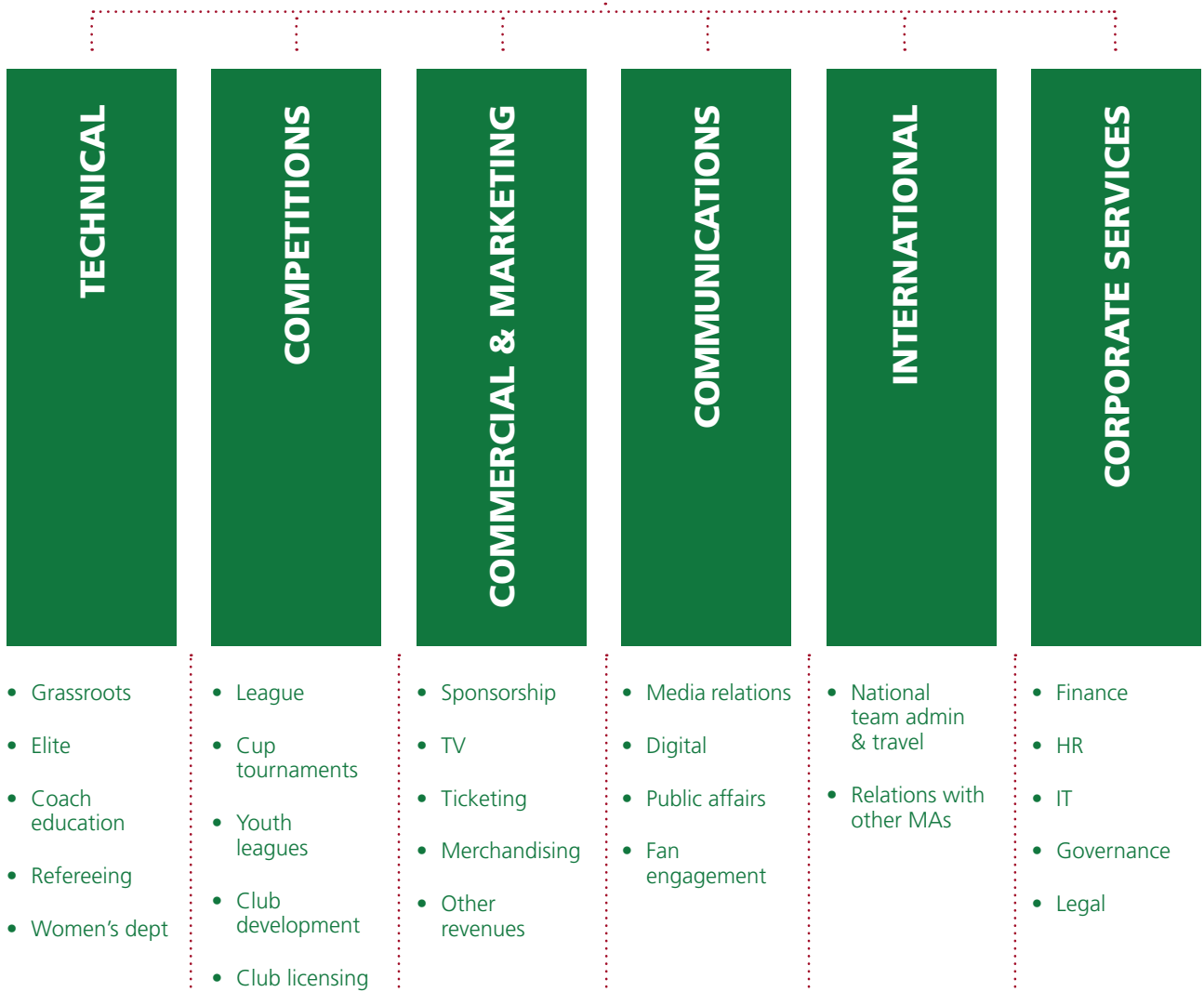
Having a clear organisational structure is important for the management of football in any country. In addition, it will provide clear roles and responsibilities for the staff as well as clear lines of reporting to you and the Executive Committee.

Below is a basic organisational chart for an association (MAs should define their organisational structure based on their strategic plan).



GENERAL SECRETARY

DEPARTMENTS



For an association to be fully operational, the following departments are recommended:

Corporate Services

(Finance, Legal, Procurement and HR)

This department looks after the financial management and reporting of the association. In some associations, governance and compliance is included in this department. They may also lead on all statutory or regulatory reporting to the government. The department may be expanded to include other corporate functions such as Human Resources and IT.

Technical

This department looks after the on-field elements of the game such as men's and women's national teams, coaching, refereeing, youth elite development programmes, grassroots development (U/16 or youth), and other forms of the game including futsal and beach soccer. In larger associations, the Technical Departments can often be split between the professional game (performance and national teams) and grassroots (football development).

Commercial & marketing

This department looks after generating income from a wide range of sources such as sponsorship, merchandising, ticketing, food and beverage, broadcast, income from facilities and other income generation streams. This department may also be responsible for brand-building, managing supporter club membership, event management and fan engagement. In some associations, this department may be strategically combined with the Marketing and Communications departments.

Communications

This department looks after all communications to the media, fans and key stakeholders such as the football family. This department is also responsible for communicating and managing a crisis to the media, although in smaller associations this is likely to be managed by the President and/or you. Depending on the size of the association, this department will also have responsibility for public affairs. A variety of platforms will be used to get across key messages such as events (media conferences, squad announcements), press releases to the local and national media, digital communications (such as the MA website, social media platforms, email) and traditional marketing (such as leaflets, booklets etc). In some associations, this department may be combined with the commercial or marketing department.

Competitions

This department manages the operational aspects of the league, if applicable to your organisation (in certain MAs the league is run by a separate organisation), cup tournaments at adult and youth levels and the international match calendar. This will include club licensing, player registration, managing the fixtures and results. In addition, this department will look after club development, providing various seminars, workshops and programmes to help build the capacity of the clubs.

Football Governance

Depending on the scale of your organisation, this could include club licensing and disciplinary, registrations and football regulatory matters such as player contracts. Where the Competitions Department will manage the events, football governance will oversee the legislative areas specific to football to ensure compliance with FIFA/CAF and IFAB regulations. This role may be the responsibility of the other departments in an MA such as Legal or Corporate Services.

International

This department manages all the national teams administration – via Team Managers – and travel arrangements. In addition, they liaise with visiting teams during matches and work with the competitions department to ensure compliance with international competitions. In many MAs, the role of the International Department goes beyond organising matches. They manage the relational football stakeholders with the likes of FIFA and CAF.

Process to follow when creating an organisational chart:

01

Formulate your long-term strategic plan.

02

Conduct a review with senior staff, especially HR, on resources required to achieve strategic objectives.

03

Once the human resources required have been identified, it is important to develop a budget to ensure the necessary funding is in place. If there is no budget to implement the necessary changes, then the Executive Committee needs to consider other options: either secure additional budget or reduce the human resource required.

04

Create the organisational structure and assign job roles.

05

Create job descriptions for each role with clear KPIs within the appraisal system, ensuring any new areas of focus are captured.

06

Communicate the new structure to the Executive Committee and gain approval.

07

Communicate the new structure to the staff.

08

Fill roles outlined in the organisational structure.



- It is good practice to start with filling the positions who report directly to you (Heads of Department)
 - Allow the Heads of Department to lead on the recruitment/filling of the various roles within their department.
 - Ask yourself this question: do I have the right structure to fulfil the association's strategy?
-

Staff recruitment and induction programme

A. Staff recruitment

Recruitment and selection of new staff should always be considered carefully by any association regardless of its size. The people you employ will form an essential part of the delivery of the association's strategy and will contribute greatly to the success of football in the country.

You will likely be involved in the recruitment of your direct reports. In smaller organisations they may be involved in recruiting all posts, therefore they need a good understanding of recruitment.

B. Staff recruitment templates

To ensure you attract the best people, you will need to ensure that your recruitment process is fine-tuned, non-discriminatory and tailored to your association's needs.

You will need to ensure the following are in place:

- Job description
- Personal specification – what competencies the role requires
- Application form



Process to follow:

01

Define the job and prepare a job description

02

Identify key skills for the job – create a person specification and identify the key criteria required

03

Prepare a job advert and advertise in appropriate places – the advert should reflect the key criteria required for the role

04

Prepare a job application form

05

Carry out shortlisting, agree interview panel and set interview questions (refer to [Appendix 2.1](#) for interview template)

06

Arrange and hold interviews - record output from each interview

07

Seek references to check suitability of the candidate for the role

08

Select the best candidate

09

Offer salary, terms and conditions – sign contract

10

Create and deliver a staff induction process

11

New staff member starts

12

Provide ongoing training and development



- The interview panel is really important – particularly for senior roles. It should include external/independent representation.
 - You should fully brief the panel ahead of all interviews and share the strategic plan with them.
 - The panel should be gender-balanced and adhere to all national laws regarding recruitment.
-

Induction training programme for new staff

Joining any new organisation can be daunting. One way to smooth the transition into the organisation and to get the individual up to speed as soon as possible is to have a strong induction plan in place. An induction plan can take many shapes and cover many topics, but [Appendix 2.2](#) outlines a basic checklist for you to follow.

You should consider the following Induction training process:

- Create an induction plan – use the template provided
- Inform staff of the new recruit starting and outline their role
- Inform staff of the induction plan and include any role they may have to play e.g. Having a meeting with the new staff member
- Order the IT tools, mobile and any other job-specific tools for the new recruit, ideally two weeks in advance of their start date
- Inform the new recruit of the induction plan on day one
- You or the Head of Department to meet the new recruit on day one
- Roll out the induction plan
- You or the Head of Department to formally meet the new recruit following the induction plan to see if they require any further information or clarification

Induction plan: what to include:

- Explain what the association does and how their role fits in
- Arrange meetings with different members of staff so they can explain their role and their teams' role in relation to the association's activities. There are a number of areas that could be covered through the induction plan, which are outlined below:
 - A copy of any procedures and staff handbooks (refer to [Appendix 2.3](#) for the key areas to cover in a staff handbook)
 - Any uniforms and standard equipment they will need to perform their job role
 - Hours of work – including breaks
 - Sickness and holiday procedures
 - Disciplinary and grievance procedures
 - Procurement/financial procedures
 - Health and safety procedures
 - Delegation of authority limits
 - Completion of paperwork, bank details/emergency contact/superannuation or pension



- **Order and set up the IT equipment (laptop/PC) and mobile phone (if appropriate) for the new recruit, including email address for the new recruit.**
- **Send an email to all staff informing them that the new recruit is starting, their role and background – encourage current staff to make them feel welcome.**

High-performance team culture

Culture is a set of shared attitudes, goals, behaviours and values that characterise a group. It adds up to how things get done in the association. You must constantly observe and be involved to achieve the desired culture and must lead by example.

The most critical part of culture is values, which are normally defined during the strategic planning process. Once defined and agreed, you must ensure that those values are applied consistently from top to bottom, across all departments. A good culture makes people feel safe and respected, enabling them to perform at their best towards a common goal.

You should promote a culture of best practice policies and procedures and integrity by all staff and ensure everyone operates to the same code of conduct.



Ensure that all staff know clearly what their role and responsibilities are (e.g. job descriptions) together with your annual targets/objectives/KPIs (Key Performance Indicators)



Management of staff

Managing staff effectively is vital for any association. You need to lead, inspire and motivate; getting the best out of staff as well as supporting those who are under-performing.

The starting point is to have in place a clear organisational structure. Once this is in place the next stage is to ensure all the roles identified in the organisational structure have a job description.

A. Job description

The job description is a useful tool to outline the roles and responsibilities of the job undertaken by a staff member. It outlines the various duties, resources available (for example other staff, budgets, etc.) as well as the person specification required for the role. A detailed person specification is extremely important in order to set the level of person required in terms of education, experience and skill sets.

Depending on the size of the association, the organisation may have its own HR Department; or for smaller associations it may be your responsibility to complete, or outsource. No matter what the situation is, you must have a good understanding of the roles within the organisation.

Appendix 2.4 provides a sample job description structure which you can use for staff members.

Process for developing a job description

01

Establish a job description template

02

Review the organisational structure and establish the job title of all the roles and the level of seniority within the organisation

03

Identify key tasks and capture in the job descriptions for each role

04

Identify common tasks across the organisation to include in all job descriptions such as data protection, confidentiality.

05

Create a job specification for the role. Consider the level of education required for the post (degree or otherwise) and the skills required to conduct the role (good communications, decision-making skills, customer focus, etc.)

06

Identify the resources assigned to the role, i.e. staff, budget

07

Ensure you take the job holder through the job description to ensure they are clear on the key roles

08

Gain approval by signing off on each job description with the job holder and leaving a copy of the job description with them

09

Agree the salary and benefits associated with the role with HR

B. Departmental and individual staff objectives

The second step is to identify departmental and individual staff member objectives or KPIs (Key Performance Indicators). Each department should have shared objectives to be delivered. These objectives are then broken into individual objectives for the job holders. The objectives should be SMART (Specific, Measurable, Achievable, Realistic, Time-Bound). Both departmental and individual objectives are derived from the goals/objectives of the association's strategic plan.

Appendix 2.5 outlines a departmental and individual staff member objective template which you can introduce in an association. For larger associations, the templates can be used in conjunction with the HR department appraisal system.



- Intermediate reviews help because if there are corrections the person has the opportunity to adapt.
- The assessment cycle timings should be clearly defined, aligned with the MA Activity Review.

Process for assigning key objectives

01

Review the job description of the post holder

02

Identify the key tasks to be achieved. For example, completing monthly reports by the 20th working day of each month

03

Identify clear objectives to be achieved. Ensure you have a baseline established and a way of capturing any data during each month/year

04

Set objectives at departmental and individual level, based on the overall strategic plan of the association

05

Insert objectives into the staff KPI template

06

Sign off on objectives with the job holder

07

Review objectives at scheduled 'one-to-one' performance meetings between the job holder and their direct line manager. Aim to conduct performance meetings quarterly, as a minimum. If targets are proving difficult to meet, create a clear action plan to help achieve the targets by the end of the year.

08

Hold an annual review of performance which will include a review of objectives

09

Reward the staff member if objectives are achieved consistently and above expectations. Ensure that poor performance is highlighted, with examples, and progress monitored and reviewed at the next 'one-to-one' meeting

C. Managing the performance of staff

The next element to consider is the performance of staff, not only rewarding good performance but also managing poor performance. You must communicate the performance expected by staff and ensure the performance process is properly implemented and managed throughout the year.

A performance management system clearly identifies the required standard that staff must achieve. The first part of this system is regular (one-to-one) meetings.

Performance management documentation is created with clear targets reviewed at one-to-one sessions. One-to-one sessions should be held either monthly or quarterly. Refer to **Appendix 2.6** for a one-to-one template.

You should ensure a system to manage poor performance is in place. Refer to **Appendix 2.7** for a template to manage poor performance.

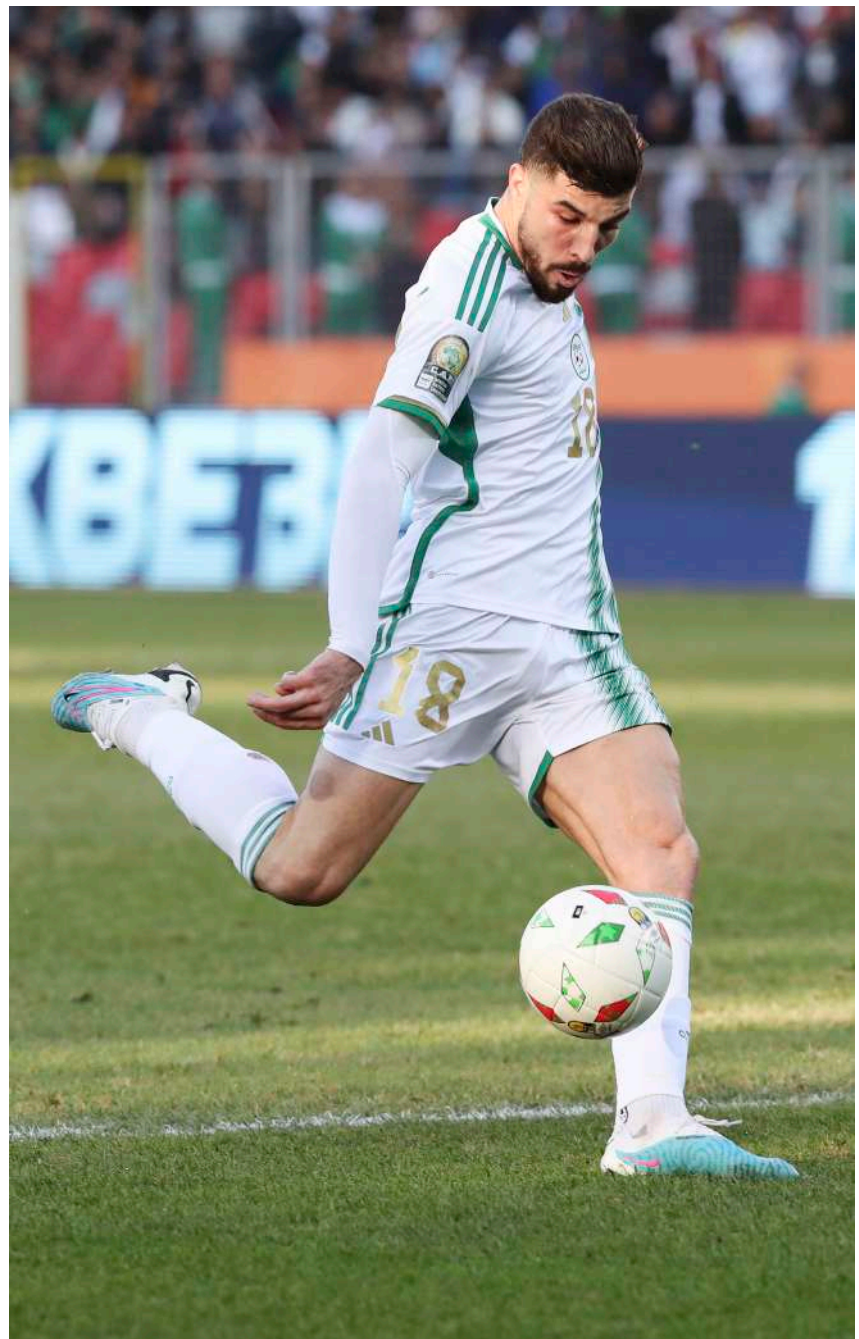
One-to-one performance meetings with staff should be implemented across the association. These are formal meetings between the staff and their direct reports on a monthly or quarterly basis. In your instance, it will be with their Head of Department. The one-to-one meetings throughout the year will feed into your annual performance appraisal meeting.

Areas to discuss during 'one to ones' include:

- Performance of the individual and review of KPIs
- The individual's broad assessment of the departmental performance
- Training needs
- Raise concerns or provide positive feedback

It also offers the opportunity to:

- Identify problems at an early stage and address those problems
- Discuss apparent weaknesses
- Find solutions, such as offering training
- Identify better ways to carry out tasks



Key elements of an effective appraisal system

There are three key elements in a good performance and appraisal system:

- Set objectives for the coming year for the Heads of Department, direct reports and wider teams
- Monitor performance against objectives for the previous year – giving feedback which will help staff to improve if you think they are not performing as required
- Carry out regular appraisals and check-ins to ensure the process is delivered through to its conclusion

The advantages of a good appraisal system are that it will:

- Help you to assess your staff against defined objectives
- Give you the chance to give constructive feedback and to praise staff for their good work
- Allow you to define medium- and long-term objectives for your staff



How often should appraisals happen?

You should carry out regular appraisals with your direct reports or Heads of Department. Appraisals should occur once or twice a year. If it is twice a year, the first of the two appraisals should be an interim appraisal looking at objectives and agreeing with the employee how to address any shortcomings at the interim stage with remedial steps.



It is important that in addition to this, you deal with issues of poor performance as part of your ongoing day-to-day management i.e. never leave this discussion until the annual or bi-annual appraisal meeting.

Get it right from the start

A performance system will work only if you plan and implement it properly:

- Make sure that you know what the staff role/duty involves - read their job description
- Use a standard format for your appraisal forms – refer to **Appendix 2.8**
- Make sure management are committed to the appraisal process and they know what each staff will be expected to achieve
- Discuss what is proposed with staff, before you implement an appraisal system

Key performance indicators (KPIs)

KPIs are objectives that can be clearly identified and measured, such as:

- Income achieved from sponsorship and broadcast revenue
- Number of grassroots festivals organised per year
- Production of monthly financial reports for the association

To make sure objectives are useful, you could use the SMART system.

This means making sure objectives are:

SPECIFIC

Is it focused rather than a general task?

MEASURABLE

Can you quantify it?

ACHIEVABLE

Make sure it isn't too hard or too easy.

REALISTIC

Can the objective really be met?

TIME-BASED

Set deadlines

To keep your team motivated and on course with your strategic plan, it is important to acknowledge and reward good performance. This reward mechanism should be clearly defined within your performance management system and include promotions, or a bonus structure that incentivises staff in an open, structured and transparent way. This should also be calibrated by department to ensure consistency and fairness.



The performance review meeting

To make the performance review meeting as productive as possible:

- Make sure to advise the staff member of the nature of the meeting and ask them to prepare
- Set aside enough time
- Make sure the room you use is comfortable and private
- Open the meeting with positive comments
- Use the appraisal form as a guide throughout the meeting
- Discuss any objectives set at the last appraisal and whether they have been achieved – make sure that it is a two-way discussion
- Remember that any feedback should be constructive
- Agree further objectives together
- Discuss and agree appropriate training which will assist the staff member in meeting the upcoming year's objectives
- Make sure the staff member understands the next steps, such as a pay review or training programme
- Always end the meeting on a positive note looking forward to the incoming year
- Allow time for the staff member to raise any points or issues they have separate to the agenda
- Follow-up with an email on any next steps and objectives agreed



Make sure that promises are fulfilled otherwise the system will not be credible

Managing poor performance

It is inevitable that in working to improve culture and performance, you will encounter examples of poor performance, missed targets or lapsed objectives.

Where standards are not met, it is important to consider the following:

- Attempt to identify the source of poor performance. Talking with the staff member, indicating that you care about them and are interested in helping them to develop and grow but that they must raise their performance to the acceptable level. Refer to **Appendix 2.7** for a template on managing poor performance
- The employee should never hear about the need for improvement for the first time at your formal performance discussion meeting unless it is new information or insight.
- Effective managers discuss both positive performance and areas for improvement regularly, even daily or weekly.
- It is imperative that the staff member knows exactly what is expected of his or her performance through setting clear KPIs/ objectives.
- Use warning letters in the case of poor performance and ensure all documents are fully completed and stored, in case they are required at a later stage.



You should be aware of relevant national employment legislation in relation to managing poor performance.

Training and staff development

Developing staff is an important part of your role. It is important that your staff receive the appropriate training to help them continue to perform their operational duties to an acceptable standard. This might be on the job training, attendance of external courses, e-learning, mentoring or job shadowing with other individuals.

Appendix 2.9 provides a Personal Training and Development template. This template should be completed during one-to-ones with staff members. Both you and your staff should come to the meeting prepared to identify the key areas to be developed by the individual. This template should be completed when identifying key training and development requirements of the individual, both by the line manager and individual themselves.

Creating a training plan usually involves assessing the individual's needs, determining the type of training best suited to the association and evaluating its effects to maximise the benefits.

Areas to consider include:

- **Personal skills** i.e. better communication skills, leadership skills, decision-making skills, etc.
- **Technical Skills** relating to the job i.e. IT training, financial reporting, etc.



Staff training plan

To effectively implement and deliver a training programme, you should consider the following steps:

1. Link to your association's goals

This is when you prioritise training needs by identifying how training will meet key performance indicators (KPIs) or objectives. You must identify what is most important to the association in terms of training needs. This will ensure that you are prioritising your training budget to the areas within the organisation that will yield the biggest return.

2. Find training solutions

Establish how you will deliver the training whether in-house or through external trainers.

Some options include:

- Conferences
- Workshops/seminars
- E-learning/webinars
- Books/journals
- Coaching or mentoring
- Job shadowing
- Secondment
- Industry specific memberships
- Subscriptions to industry magazines/newsletters

3. Communicate

It is important to keep the staff informed of the reasons why they may have to complete certain training. Communicate your training needs analysis findings and any associated training plans to the staff member.

4. Evaluate

You should evaluate the training outcomes, demonstrating how the training delivers value for money. You should put in place a system to analyse the impact of training on staff, in terms of increased knowledge and productivity. You can use a range of tools to get a qualitative and quantitative evaluation of the training. This evaluation should be shared with management as a demonstration of how the training provides return on investment for the association.

You should implement the following process:

- Ensure training and development is part of the 'one-to-one' meetings with staff
- Agree the training and development required based on observations, previous 'one-to-one' sessions, discussion with the staff member

- Create and agree a training action plan which should be reviewed at every 'one to one'
- Ensure training and development actions are delivered
- Ensure any training or development delivered makes a positive difference to the staff member and their role.



- **Train your staff to perform to the highest possible standard, and treat them well so they remain within the association.**
- **Development should be inclusive – work with staff to identify their needs and also where they want to grow and develop. If a staff member has specific knowledge or expertise try to motivate the transfer of knowledge by allowing training other staff members.**



Organisational communication

Communications within an association – internal communications – is often overlooked yet can be the source of many issues which arise within the day-to-day work of the association. Good communication is vital for an organisation to function at an optimum level.

Your role is to ensure communication inside the organisation and to internal stakeholders is constant, consistent and clear.

The tools below can be introduced to an association to improve communications:

1. Annual staff conference

This is normally a full or half-day event and is more suited to larger associations. The purpose of the conference is to bring everyone together, build team cohesion and communicate key success stories and the targets/focus for the year ahead.

2. Monthly team meetings

Meetings involving all operational staff. A clear agenda is produced which covers a range of topics. These meetings provide staff with an opportunity to ask questions or provide feedback to senior management.

3. One-to-ones

These are normally used during staff appraisals, but they can also be used by you to keep on top of the various projects and activity at Head of Department level.

4. Staff emails

Staff emails can be used to communicate key messages, success stories and other important information. These can be weekly or monthly.

5. Social messaging tools

Messenger tools are commonplace in many associations to maintain immediate communication or to ensure a rapid response from key groups.

The following process should be implemented to provide a framework for consistent and two-way organisational communication:

- Conduct research with staff, the Executive Committee and the various committees to identify what information they require from the association, and the best method to deliver the information.
- Create an internal communication plan – use the template provided in **Appendix 2.10**.
- Bear in mind that there is a first tier of internal stakeholders (staff) who need to receive certain communications first, and then a second tier of internal stakeholders (e.g. clubs etc.) who should receive it next.
- Key platforms which can help to improve internal communications are: monthly or quarterly one to ones, formal team meetings (either weekly or monthly), office notice board

- Assign a staff member to own internal communications, disseminate the content to the various internal stakeholders,
- Begin internal communications and ensure content is updated on a regular basis to the internal stakeholders
- Measure the success and adjust depending on feedback.



- **Sit with staff to identify key information that is relevant to them.**
- **Ensure staff know that certain information may be extremely sensitive and therefore you may not be in a position to communicate the necessary information.**
- **You do not need to introduce all the communications channels. Identify which ones work best for you and your staff.**
- **Ensure the communication between committees, chairs and staff is in place.**
- **Set up weekly touchbase meetings (maximum 30 minutes) with your senior staff to help strengthen communication.**

Volunteers

Volunteers are involved in many aspects of an association's work. In certain countries, volunteers are vital to ensure the growth of the game is maintained and provide support for full-time staff.

You should be aware of establishing a volunteering programme and ensure it provides value for the association. You should appoint a lead for management of volunteers (Volunteer Liaison Officer) – larger associations may have a team dedicated to managing programmes.

When creating a volunteering programme there are several steps to consider. This will allow you to design and recruit a pool of volunteers who are already interested in working for the association.

1. Volunteer policy

The policy outlines your association's values and ethos, and the reason for involving volunteers. It sets important principles for volunteering at an event or another activity operated by the association. Volunteers should add value to the work of paid staff and should not be used to substitute or displace paid staff. Your volunteer policy should also factor in any local legislation regarding volunteering. The policy should identify how many and where volunteers are needed within the association. The policy should also outline health and safety insurance as well as managing risk. Refer to [Appendix 2.11](#) for the key areas to cover in a volunteer policy.

2. Volunteer role or job description

This provides clear information on what is expected and what tasks the association is asking them to get involved in. The job description provides an accurate description of the activities and tasks involved.

3. Code of conduct

A written code of conduct is important. The code of conduct outlines the boundaries of the role, what behaviour is acceptable and what is not acceptable. Refer to [Appendix 2.12](#) for a code of conduct template.

4. Recruiting the volunteers

Once you have decided how many volunteers are required and what role they will help deliver, the next stage is to spread the word to potential volunteers. Consider the best place to advertise the roles such as local clubs, social media, etc. An interview process should be implemented to recruit the right people for the roles identified.

5. Volunteering training

Training should be provided in relation to the role. This may include the technical side of the game, customer service, health and safety, safeguarding training, etc.

6. Reward volunteers

It is important to reward volunteers, especially since they give up their time to help the association. The award can range from free access to association events through to establishing an award and recognition process.

A volunteer programme will involve an induction session where the association will try to match skills sets with available volunteer opportunities depending upon their experience, location and interests.

This may include:

- Being part of a welcome team during home international games
- Being a coach at a local club or grassroots programme
- Being a member of a club's administration.

Volunteer strategy checklist



Strategic context and need for the volunteering programme, in line with volunteering regulations or legislation



Aims and objectives of the volunteering programme



Recruitment of volunteers



Management of volunteers (including the Volunteer Liaison Officer)



Training required



Volunteer reward/recognition



Commitment required



Intellectual property rights



Internal monitoring and evaluation of volunteers



Organisational policies

Even though the Executive Committee has overall ownership of organisational policies, it is normally within your role to create and implement various policies across the association. Refer to [Appendix 2.13](#) for a checklist of the main policies to be created and implemented in an association.

The following provides a basic overview of the main policies to be implemented by you.

A. Health and safety

You are responsible for ensuring the health, safety and security of all staff.

One way of safeguarding your staff is to create a risk register, from which risk assessments can be carried out by staff. Refer to [Appendix 2.14](#) for a health and safety risk assessment template.

It is good practice to complete a risk assessment to spot potential hazards, and to make any changes possible to reduce the risk of accidents. This may be undertaken by HR or another department. Depending on the size of the association you should regularly review the risk register to make sure it still meets all requirements and complies with health and safety law.



B. Equal opportunities and diversity policy

In order to demonstrate your commitment to promoting inclusion and valuing diversity at work, you should develop policies and procedures in important areas. It is recommended that you have written policies covering the following areas:

- Equal opportunities policy
- Harassment policy and procedure
- Recruitment and selection policy and procedure
- Maternity and paternity policy
- Flexible working policy and procedure
- Equal pay policy
- Anti-discrimination policy

Having such written policies is not enough, however. You must also implement them and continually take reasonably practicable steps to fulfil the commitments expressed in them and ensure that they are understood and followed across the association.

It is very important to remember that you may be held responsible for any discriminatory action by your staff if you cannot show that you took such steps as are reasonably practicable to try and prevent such action occurring. You must ensure that your association is compliant with domestic legislation regarding equal opportunities.

The policies should be included within all employee contracts, holding everyone who works for the association accountable to them.



C. Discrimination

It is unlawful for an association to discriminate on the grounds of age, sexual orientation, disability, ethnicity, skin colour or religious beliefs. You should ensure the appropriate procedures are put in place during recruitment and in the working environment in football. In cases where these are not protected by law, you should endeavour to create a culture to protect staff.



- You should check that your recruitment process is non-discriminatory.
- You should provide training for all members of the football family of the association's policy on discrimination and unconscious bias.

You should not accept/tolerate any discrimination on the grounds of:

- Gender
- Pregnancy and maternity
- Being married or in a civil partnership
- Gender identity
- Disability
- Race, ethnicity or skin colour
- Age
- Sexual orientation
- Religious belief, similar philosophical belief or political opinion

D. Sexual harassment at the workplace

Developing a workplace policy on sexual harassment is important and demonstrates that the association:

- Has a serious duty of care for the health, safety and welfare of its staff, players, clubs and other stakeholders within the football family
- Has the ability to assess the risk of violence to staff members
- Has a mechanism for reporting and dealing with any incidents of sexual harassment

Associations have an ethical and moral duty to protect and support staff, players, administrators, officials, coaches and fans experiencing any form of sexual harassment.



The following checklist outlines the key areas that a sexual harassment policy should cover:



- ✓ **Policy statement outlining a commitment to a zero tolerance approach to sexual harassment or abuse**
- ✓ **Definition of sexual harassment and abuse**
- ✓ **Reporting procedures including roles, responsibilities and contact details of HR, line managers, and Executive Committee representative**
- ✓ **Practical measures to support staff, for example, diverting phone calls or alerting reception and security staff**
- ✓ **The role of the line manager**
- ✓ **Local legislation regarding sexual harassment**
- ✓ **List of support services – see counselling and support for sexual harassment**
- ✓ **Commitment to confidentiality**
- ✓ **Communication plan, for example, to publish the policy on the staff newsletter or handbook so that all staff can be made aware of it**
- ✓ **Staff training on the implications of sexual harassment in football and what the policy offers**
- ✓ **Process for monitoring and reviewing the policy regularly**

E. Safeguarding

Safeguarding refers to a set of preventive actions taken to promote the wellbeing of children (U18), youth, women, and vulnerable adults to ensure they are safe from harm, abuse and exploitation when involved in our game.

Every General Secretary has a duty to do all they can to protect everyone from harm – whether physical or psychological.

As a minimum, your safeguarding policy should:

- Be approved by your executive committee or council and have an associated action plan
- Identify two lead officers on safeguarding (ideally with gender balance)
- Have a dedicated safeguarding internal steering group and/or external advisory group to help the development, implementation, and monitoring of your safeguarding measures.
- Contain clear definitions, for example what is meant by a child, youth, vulnerable adults, safeguarding, child protection, and abuse in line with your national legislation.

As the General Secretary of the association, you should have oversight of the following key wellbeing areas:

Policy Development:

The General Secretary is often responsible for ensuring the appointment of safeguarding focal points who should develop and implement safeguarding policies within the association. This includes creating guidelines and procedures complying with all national safeguarding legislation that ensure the safety and well-being of individuals involved in football, particularly children and vulnerable individuals.

Compliance:

The General Secretary is responsible for ensuring that the association complies with relevant national and international safeguarding regulations, laws, and standards. This involves monitoring and overseeing the implementation of safeguarding policies and guidelines across all levels of the organization, including clubs, academies, leagues, national teams & relevant schools.

Below is a simplified Safeguarding checklist to ensure that safeguarding measures are implemented:

- Have we an appointed two Safeguarding focal points?
- Have they completed FIFA Safeguarding courses?
- Have we a safeguarding policy approved by the Exco?
- Has the policy been communicated to all clubs, national teams, academies and relevant schools?
- Has the policy been communicated to all players, coaches, referees, parents and MA staff?
- Have you given training on safeguarding to your staff and volunteers, and other relevant stakeholders?
- Have you collaborate or partnered with sport organizations?

You can find the following documents on the safeguarding page at CAFonline.com:

- Codes of conduct: Players, Coaches, Referees & Adults
- Parent Consent forms
- Association Declaration form

Training and Education:

The General Secretary should support the Safeguarding Focal Points in organizing and promoting safeguarding training programs for staff, coaches, referees, officials, and other individuals involved in football specially those who works directly with children. This helps raise awareness about safeguarding, child protection, safe recruitment practices, and appropriate conduct within the sport.

Reporting and Investigation:

The General Secretary should put appropriate reporting mechanism and procedures in place with the legal department for reporting and investigation process in cases where safeguarding concerns or allegations arise. This includes ensuring that allegations are handled appropriately, in accordance with the organization's policies and relevant legal requirements.

Collaboration and Communication:

The General Secretary often serves as a liaison between the football association and external stakeholders, such as government authorities, child protection agencies, and other sports organizations. They may engage in collaborative efforts to promote safeguarding initiatives and share best practices through the safeguarding focal points.

Risk Assessment and Management:

The General Secretary should make sure that the safeguarding focal points conducted risk assessments to identify potential safeguarding risks within the football association. They can then work on implementing strategies and measures to mitigate those risks effectively.



**PROTECT
THE DREAM**

CAF SAFEGUARDING

CAF
SAFEGUARDING

F. Child protection and safeguarding/handling and management of minors

A large part of an association's time and resources are spent coaching children. Therefore, it is important to ensure:

- The association has created a child protection and safeguarding policy including compliance with all national safeguarding legislation.
- All coaches working with children have been properly vetted in line with national legislation procedures.
- All staff, coaches and officials are trained in child protection and safeguarding.

It is important for you to make sure the appropriate controls and procedures are in place when handling and managing minors (meaning anyone under the age of 18). The CAF Guardians™ / Child Safeguarding Programme is a reference toolkit that outlines best practice.

G. Grievance and disciplinary procedures

Even in well-run associations, it may sometimes be necessary to deal with grievances or disciplinary issues, or even dismissals. Having written rules and procedures for staff grievances or disciplinary issues may help you deal with them fairly and in keeping with employment law.

It is good practice for an association to set out their dismissal, disciplinary and grievance procedures in writing for their staff alongside all other key policies. The disciplinary and grievance procedures should be included in the staff handbook (refer to **Appendix 2.3** for the areas to cover in a staff handbook). Alternatively, these procedures can be covered in the employment contract.

A disciplinary procedure sets out the action you will take when staff fail to comply with expected standard of conduct or behaviour. As a minimum, your procedure should include the following stages:

- A verbal warning from a superior
- Informing the staff in writing of the problem
- A meeting to discuss the problem with the staff member, who has the right to be accompanied by a work colleague or trade union official
- After the meeting, informing the staff member of your decision and their right to appeal
- An appeal stage if the staff member requests one

A grievance procedure allows individual staff to raise grievances about their employment. As a minimum, the grievance procedure should include:

- A forum for the verbal sharing of grievances
- An opportunity for the staff to inform the association in writing of their grievance
- A meeting to discuss the grievance (the staff member has a statutory right to be accompanied by a colleague, who may be a trade union official)
- A response following the meeting
- A right of appeal for the staff member if they feel the grievance has not been satisfactorily dealt with



H. Anti-corruption and acts of bribery

The association should have a procedure in place to prevent corruption or acts of bribery.

To prevent bribery or corruption, and have a defence in case a charge of bribery or corruption is made against the association, you should:

- Assess whether your association is at risk and, if so, the level of that risk
- Have an anti-bribery and anti-corruption policy in place containing procedures proportionate to the risk you have identified
- Use due diligence to assess who you are dealing with and who you appoint to represent you
- Communicate, train and raise awareness among staff and key football stakeholders
- Monitor and review your procedures

Your anti-bribery and anti-corruption policy should:

- Be based on anti-bribery law where appropriate
- Include a clear prohibition of the offer, gift or acceptance of bribes
- Detail the procedures that should be followed during business transactions
- Give guidance on the provision of gifts, hospitality or expenses that may influence the outcome of business transactions
- Provide guidance on political and charitable donations, including a prohibition of the payment of donations to political parties or charities that are directly linked to obtaining commercial work with the association or gaining a business advantage
- Require that any donations made in good faith are publicly disclosed



I. Internet, social media and email

Within the staff handbook, there should include a section on digital and data policies. This will cover:

- Data protection (derived from local laws)
- Acceptable use of work email and internet
- Reputation management on personal social media channels
- Internet and email security
- Device security

You should make new staff aware of all workplace policies during the induction process.

Steps should be taken to protect data security. For example, all computers should be password protected and have up-to-date internet firewall and antivirus software. Staff who use computer equipment on a regular basis should change their passwords and back up their files regularly.

Part of core staff training should include practices for digital protection, such as processes for identifying and dealing with malware and phishing emails.



J. Security and integrity

‘Whistleblowing’ refers to the reporting by a member of staff or person within the football family of suspected misconduct, illegal acts or failure to act within the policies of the association. An association should have in place a whistleblowing policy, which will encourage and reassure staff who wish to raise concerns to come forward safely. This should include the option for the whistleblower to remain anonymous.

Both internal and external reporting pathways should be available to whistleblowers, with an appointed lead for handling such affairs. CAF has an Integrity platform with a downloadable app and e-learning content platform. It includes a duty to report wrongdoing and a whistleblowing hotline and a link for confidential whistleblowing.

Internal reporting

This relates to the reporting of an event or concern through the association’s standard grievance procedures, for example raising concerns with a line manager either via email or phone or in person.

External reporting

Additionally, the association may choose to contract an external provider of whistleblower reporting services.

These services provide a potential whistleblower with another, external and independent, way to raise an event or concern, particularly if they do not feel comfortable using internal methods, or prefer to remain anonymous. Whistleblower reporting services typically offer a 24-hour telephone hotline, and email and online options. They usually charge a fee for their services.

The role of the external service provider is to objectively and independently receive disclosures, protect the person’s anonymity, and immediately escalate their disclosure to the Whistleblower Protection Officer of your association or you.



Handling investigations

Any whistleblower's submission must be taken seriously and should immediately initiate the whistleblower procedure and relevant policy.

Any investigation carried out by or through the association should observe procedural fairness and any existing procedures and policies of the association – the association's disciplinary policies.

Whilst any subject of an accusation or allegation should not be condemned on suspicion, there may be a need to suspend them whilst carrying out an investigation if there is a safety concern. Before taking any drastic measures, you should seek advice from HR and legal experts.

Where there is a public relations aspect to the matter, you will need to develop a public relations strategy with your Communications Manager to deal with the matter, and any media and public attention, appropriately.

In summary, your investigation procedure should:

- Acknowledge the disclosure
- Take immediate action to neutralise a situation, especially where there is an ongoing safety or security risk
- Advise the accused of the allegation
- Plan the investigation
- Collect and collate all information
- Carry out interviews
- Write a report, with a recommendation, to be submitted to the relevant authority
- Implement the recommendations
- Review the policies and procedures related to the breach, to implement any education or revisions to reduce the possibility of the event or concern occurring again in future

Protection and support

Your association should also establish a strategy for supporting and protecting staff who raise concerns via the whistleblowing process. The strategy should cover, but is not limited to, procedures for assessing risks upon receiving a report, methods for reporting victimisation, processes for handling victimisation complaints, and methods of support. Support should be available to stakeholders before, during and after the whistleblowing process. This may involve access to an internal support person and external counselling.

Internal systems review

With the growth of IT and database systems, you should be aware of the key internal systems required in a modern sports organisation. These include (but are not limited to);

1. Central CRM system

A customer relationship management (CRM) system that allows the association to manage the various relationships with its stakeholders such as fans, clubs, coaches, referees and suppliers. It is a tool that provides a central place for storing all your customer data and sharing it with other teams within the organisation.

A CRM system should enable you to market to your fan base in a more personalised and targeted way. It should also enable you to host and manage key informational data required of the association by FIFA and CAF, such as; player registration and transfer forms, fixture and competition management systems, discipline, referee reports, and coach education data.

2. Financial management

A computerised financial management system can save the association a great deal of time and money. Computerising the accounts can also have wider business benefits. It will allow you to file statutory and regulatory returns related to taxes and annual reports, as well as potentially enhancing the organisation's ability to communicate online with customers for applications such as e-invoicing. Refer to **Appendix 2.15** for a checklist of financial policies and procedures.

3. IT

Implementing new technology can be challenging. If not done correctly, it can create major problems for the association, causing delays, productivity losses and budget overruns.

To keep your IT project on track, select and procure the system carefully. You can carry out an IT needs assessment to help you choose the right IT system for the association.

The IT requirements will include: a server and robust/secure hosting platform for your IT, PC or laptops for staff, printers, LAN and broadband capacity to adequately serve your needs.

It is recommended that all associations have in place an email server with 'FA' specific email addresses and website domains registered.

4. Integrate existing back-office systems such as coaching, refereeing, ticketing systems.

These are typically an automated set of processes run by a piece of software on a computer. A back-office system, using a CRM or database, will:

- Record all ticket and merchandising transactions
- Record all purchases from suppliers
- Update player, fan and club records accordingly
- Generate all appropriate paperwork - i.e. invoices and receipts





5. HR systems

Smaller associations may manually record staff records but increasingly this forms part of the Enterprise Resource Planning (ERP) system (centralised system).

However, if the number of staff in the association is growing, keeping paper records accurate and up to date can become more difficult. You may find therefore that you come to rely more and more on electronic staff records. Larger associations may find that they need to set up a central HR administered computerised system – this makes information easier to retrieve but will cost money to set up and to train staff to use.

HR systems involves managing staff data and processes to ensure efficient administration within the association.

A HR system can record:

- Holiday requests
- Sick leave
- Attendance records
- Timesheets
- Performance reviews
- Employee data
- Payrolls
- Recruitment processes
- Accidents, injuries and dangerous occurrences – to meet health and safety requirements

It is good practice to keep records of each staff member's:

- Training and appraisals
- Employment history – date employment began, promotions, job title(s)
- Absence – records of lateness, sickness, and any other authorised or unauthorised absences
- Personal details – name, address, emergency phone number(s), qualifications, work-relevant disability
- Terms and conditions of employment – including a copy of each staff member's written statement and correspondence relating to any changes to their terms and conditions



- **Make sure only those staff who need to use confidential/sensitive data have access to it**
- **Protect electronic records with secure passwords, anti-virus software and firewalls**
- **Put an audit trail into computerised systems so you can check who has accessed a particular record and when**
- **Adhere to all laws and regulations associated with the storing and management of personal data**

Corporate social responsibility

Corporate social responsibility (CSR) normally describes an association's commitment to carry out its business in an ethical way and to use the power of football in a way that benefits the wider community or society within the country.

CSR can involve a range of activities, such as:

- Environmental management, e.g. waste reduction and sustainability
- Mental and physical health and well-being
- Contributing to educational and social programmes
- Employee volunteering
- Socially responsible investment
- Development of employee and community relations

CSR can help you improve the performance of your association and build trust with key stakeholders and staff. It can also help you achieve operational cost savings by avoiding costs of wasted energy, can give your brand a positive image of a reputable ethical organisation, and can help you develop relationships with other like-minded institutions who share the same values, including government.

Social responsibility audit

You should assess how far the association goes beyond fulfilling its minimum legal obligations. This means empowering staff to carry out a social responsibility audit. A CSR audit should cover:

- **Your workforce** – the wages you pay, your staff conditions and your equal opportunities policies; health and safety, career development and training; remuneration policy
- **The environment** – for example waste management plans; green energy; plastic amnesty
- **The community** – for example, whether you are a good neighbour and what you put back into the community
- **Behaviour** – relations with suppliers and subcontractors; anti-bribery policies; anti-competitive practices
- **Corporate governance** – Executive Committee members, Audit and internal controls; treatment of shareholders; executive remuneration



Managing and maintaining assets

Each association has a list of assets that it must manage. It is within your role to ensure these assets are managed properly in terms of:

- ensuring the buildings, stadium (if owned and or operated by you) and pitches are properly maintained throughout the year
- ensuring an asset register is kept of all the equipment, e.g. servers
- ensuring equipment is upgraded and/or replaced throughout the year, e.g. laptops

The table below provides a list of assets which an association may own and therefore have responsibility for maintaining and improving:

- Headquarters
- Technical centre
- Vehicles and other heavy equipment
- Electronic equipment – servers, printers etc
- Playing surfaces such as 3G pitches
- National stadium and venue equipment (signage etc.)
- Playing equipment
- Trademarks of the association
- Other IP, such as digital content, footage, records, etc.
- Information stored on computers, in organisers or on paper



- **Ensure maintenance agreements are in place following the installation or upgrading of a pitch or building**
- **Ensure the assets are properly recorded on the association's balance sheet**
- **Ensure your association's logo and any other official marks are trademarked**
- **For PCs, laptops, printers, tablets and servers, permanently mark each piece of equipment and make a note of the make, model, serial number**

3

MANAGING STAKEHOLDERS





Introduction

Member Associations have a wide and varied stakeholder group that, collectively, will help support the successful implementation of your strategic plan and enhance your association’s reputation and impact beyond football. As General Secretary, you will be a primary point of contact among these groups and that stakeholder management is a key component of your operational responsibilities.

In this section, we will identify some of the stakeholder groups most relevant to you and how their interaction can be vital to your success.

A useful way to understand your stakeholders better

The below **Stakeholder Analysis Worksheet** will quickly and concisely help you gain a more accurate and relevant understanding of your stakeholders and towards developing a greater working relationship with them. Ideally, you will conduct a review of your stakeholders annually as the environment and capabilities of your Member Association and those of your stakeholders continue to evolve.



STAKEHOLDER ANALYSIS WORKSHEET

STAKEHOLDER / STAKEHOLDER GROUP	STAKEHOLDER EXPECTATIONS OF US	STAKEHOLDER PROVIDES TO US	HOW WE COMMUNICATE WITH THE STAKEHOLDER	STAKEHOLDER'S OTHER RESOURCES NOT CURRENTLY PROVIDED TO US	STAKEHOLDER RELATIONS IMPROVEMENT
Instruction: Name the stakeholder or stakeholder group here	Instruction: list those services, deliverables and support the association provides to this stakeholder	Instruction: list those services, deliverables and support the stakeholder provides to the association	Instruction: list the ways, frequency, and channel (through who) the association communicates with the stakeholders, and vice versa	Instruction: List those other resources that the stakeholder has access to, that the association has not previously utilised (e.g. networks, facilities, experience, etc.)	Instruction: For each stakeholder, consider 3 things that can be done in the short-term (within 8 weeks) that strengthen your relationship



STAKEHOLDERS OF THE MEMBER ASSOCIATION

INTERNAL STAKEHOLDERS			EXTERNAL STAKEHOLDERS	
Congress and members	President and Executive Committee	Committees of the Member Association	Government	Sponsors and commercial partners
Judicial bodies of the Member Association	Senior management and staff	FIFA	Fans	Broadcasters
CAF	CAF Zonal Unions	Clubs and leagues	Media	Stadium/venue owners
Players	Referees	Coaches	National Sporting Organisations (NSOs) and National Olympic Committee	Non-Government Organisations (NGOs)
			Schools, universities and colleges	Suppliers / vendors

Internal stakeholders

These are commonly referred to as the football family as these stakeholders have a direct input for the Member Association.

These are:

- Congress and members
- President and Executive Committee
- Standing committees of the member association
- Judicial bodies of the Member Association
- Senior management and staff (refer to Chapter 3, 'Managing the Organisation')
- FIFA
- CAF
- Zonal Unions
- Clubs and leagues
- Players
- Match officials
- Coaches

A. The President and the Executive Committee

The President and Executive Committee are elected to ensure the MA fulfils its obligations to the FIFA / CAF Statutes, and its own statutes. They will normally recruit and appoint a General Secretary to devise and deliver a strategic plan and hold you accountable for the effective implementation.

An Executive Committee will comprise representatives from within the football family – club and/or league administrators; former coaches, players; match officials; grassroots administrators. Increasingly, they are joined by independent non-executive members from business or other non-football sectors, to provide a fresh perspective – in some countries, the involvement of independent non-executive members may also be a condition of good governance, and for receiving government funding.



FAMILIARISE YOURSELF WITH YOUR ASSOCIATION'S STATUTES

**This will help you understand the purpose of the association.
It will be expected by the President and Executive Committee that you understand the rules and regulations that bind the association.**

Roles and responsibilities

It is important to establish a positive working relationship with the President, and by extension the Executive Committee, to lead effectively and efficiently. Clear demarcation between President and General Secretary will enable both to have ownership of a variety of key strategic areas and utilise what is often a complementary skill set.

As well as chairing the Executive Committee, the President will ordinarily:

- Oversee or monitor the delivery of the strategic vision, goals and priorities
- Chair the Executive Committee and all Congress meetings

- Represent the association and ceremonially and in conjunction with you, share public speaking duties
- Represent the Member Association at CAF events and other international activities where your association is represented and at other international activities where your association is represented

Consistent and clear communication with your President will be essential in maintaining progress and delegating official duties. Trust is key in this relationship and open dialogue will help to ensure a smooth flow of information from the organisation to the Executive Committee and vice-versa. Daily 'check-in' conversations are advisable, with more formal, area-specific weekly conversations feeding into the wider Executive Committee agenda items.



OUTLINE OF GS COMMUNICATIONS WITH PRESIDENT

DAILY	Provide a summary of daily media stories or social media discourse related to the Association, football or any stakeholder (usually provided by your Head of Communications on your behalf)	Communicate on any impending or critical matters requiring the President's knowledge			
WEEKLY	Provide a general progress of action register items	Provide a summary of any weekend football results and key incidents/performances			
MONTHLY	Provide update on the strategic plan	Provide reports for the board's approval			
FOR PRESS CONFERENCES & PUBLIC EVENTS	Provide a brief on the issue/event	Provide a brief on the issue/event's key points, key facts, key information, key messaging and priorities	Provide a brief on the issue/event's attendees	Provide a brief on the issue/event's opposing views and the stakeholders that hold them	Provide a brief on the issue/event's recent discourse from media and social media
FOR ANY OFFICIAL CEREMONIES & MEETINGS	Provide key points the President should share or include in their speech, possibly even write the draft of the speech for the President to consider	Provide a copy of the agenda	Provide a list of attendees (especially seating arrangements if known)		

Teamwork is an essential part of achieving organisational success.

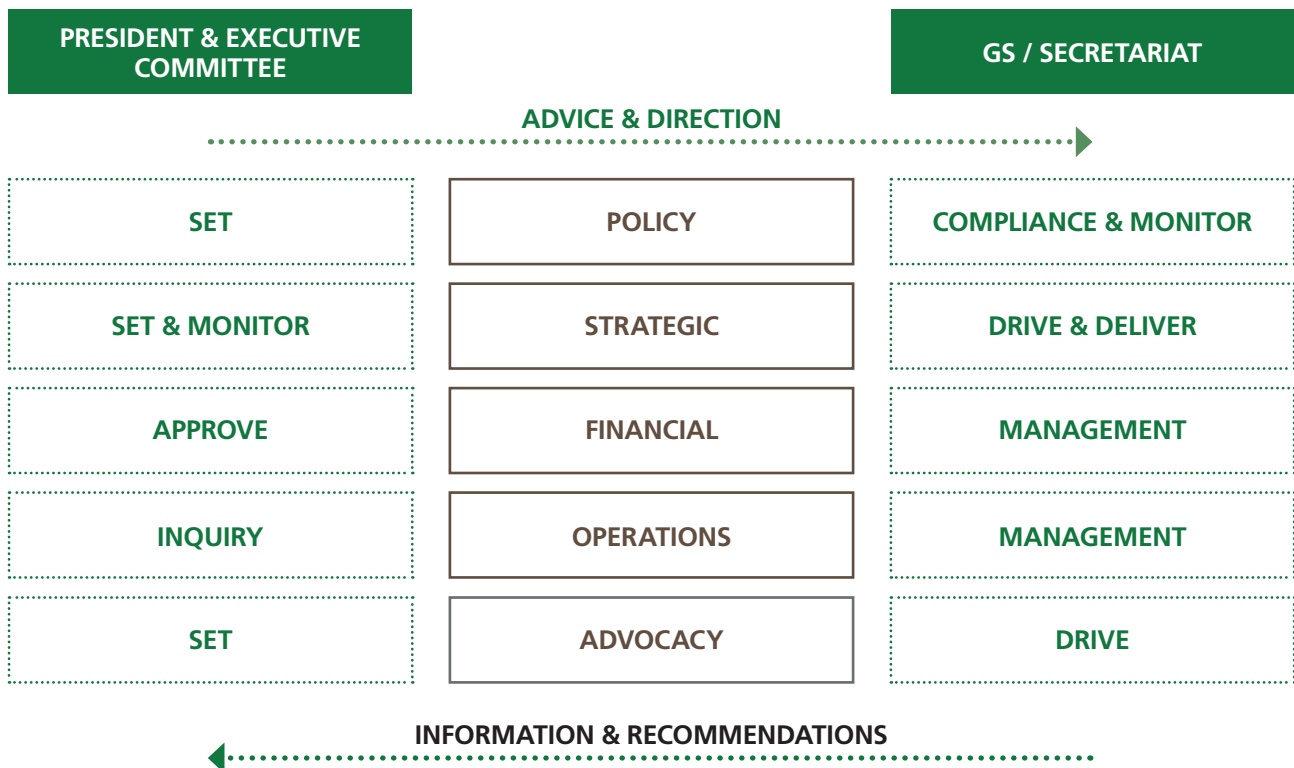
In that regard, the Executive Committee will be an extension of the team, providing expertise and counsel to ensure:

- Appropriate and strong strategy is set, and that the association's behaviour is always aligned and consistent with its values and vision;
- The association's policies are robust and complied with;
- Approval of high-level policy decisions (including budget);
- Appraisal of the association's performance against its strategic plan and budget;
- Support and development of the General Secretary; and
- Effective decision-making in matters requiring Executive Committee approval.

The general powers of an MA Executive Committee

- a) Shall pass decisions on all cases that do not come within the sphere of responsibility of the Congress or are not reserved for other bodies by law or under the Statutes;
- b) Shall prepare and convene the Ordinary and Extraordinary Congress of the Member Association;
- c) Shall appoint the chair, deputy chair and members of the standing committees;
- d) Shall appoint the chair, deputy chair and members of the judicial bodies;
- e) May decide to set up ad-hoc committees if necessary, at any time;
- f) Shall compile the regulations for the organisation of standing committees and ad-hoc committees;
- g) Shall appoint or dismiss the General Secretary on the proposal of the President. The General Secretary shall attend the meetings of all the committees *ex officio*;
- h) Shall propose the independent auditors to the Congress;
- i) Shall decide the place and dates of and the number of teams participating in the competitions of the Member Association;
- j) Shall appoint the coaches for the representative teams and other technical staff on the recommendation of the General Secretary;
- k) Shall approve regulations stipulating how the Member Association shall be organised internally;
- l) Shall ensure that the Statutes are applied and adopt the executive arrangements required for their application;
- m) May dismiss a person or body or suspend a member of the Member Association provisionally until the next Congress;
- n) May delegate tasks arising out of its area of authority to other bodies of the Member Association or third parties.

OVERVIEW OF THE ROLES OF THE PRESIDENT & EXCO AND GENERAL SECRETARY & SECRETARIAT



Executive Committee meetings

The Executive Committee meetings of your Member Association are necessary to discuss key matters of policy and strategy that require the Executive Committee's guidance or approval and keep them informed on progress of policy and strategic matters.

These are formal meetings where an agenda is prepared and minutes recorded, as opposed to informal meetings and discussions that are also common amongst Executive Committee members.

The frequency of the Executive Committee meetings will be stated in your Member Association's Statutes.

Typically, they should be held monthly, every two months or quarterly, but it is not uncommon for them to also be called between set dates to deal with pressing issues.

It is important that Executive Committee meetings are strategic and not operational. The agenda, therefore, should reflect the high-level nature of decision-making and include an agenda item for update on the organisation's operational performance. They will be chaired by the President and as well as you, it is common that the Company Secretary or Legal Counsel attends as the official secretariat. Senior management, such as the national team coach(es), Technical Director, Finance Director or Commercial Director, may be invited to attend or be present for part of the meeting on matters relevant to their departments.

All Executive Committee meeting dates should, where practical, be confirmed at the start of the year, with agenda items agreed and confirmed 21 days before the meeting and papers issued no later than two weeks prior.



There should be a set of standing agenda items such as:

01

Minutes of previous meeting

02

Actions and updates

03

Finance update

04

GS report

05

Strategic update

06

Departmental report update

07

Risk register update

08

General business



Aim to provide all documents to Executive Committee members 7-10 days before the meeting.

B. Congress

The Congress is the assembly of the members of the association.

The Congress may be an Ordinary Congress, held each year with a set agenda which may be altered by three-quarters of members present and eligible to vote – or an Extraordinary Congress convened at any time, typically with one month’s notice (or as required under local statutory requirements), with a specific agenda, which cannot be amended.

Role and authority of the Congress

Your association’s Congress has the authority to amend or ratify the Statutes, admit or remove members, elect the President and Executive committees members, approve the budget, and elect members to Committees – amongst other things. You must be familiar with the statutes of your association.

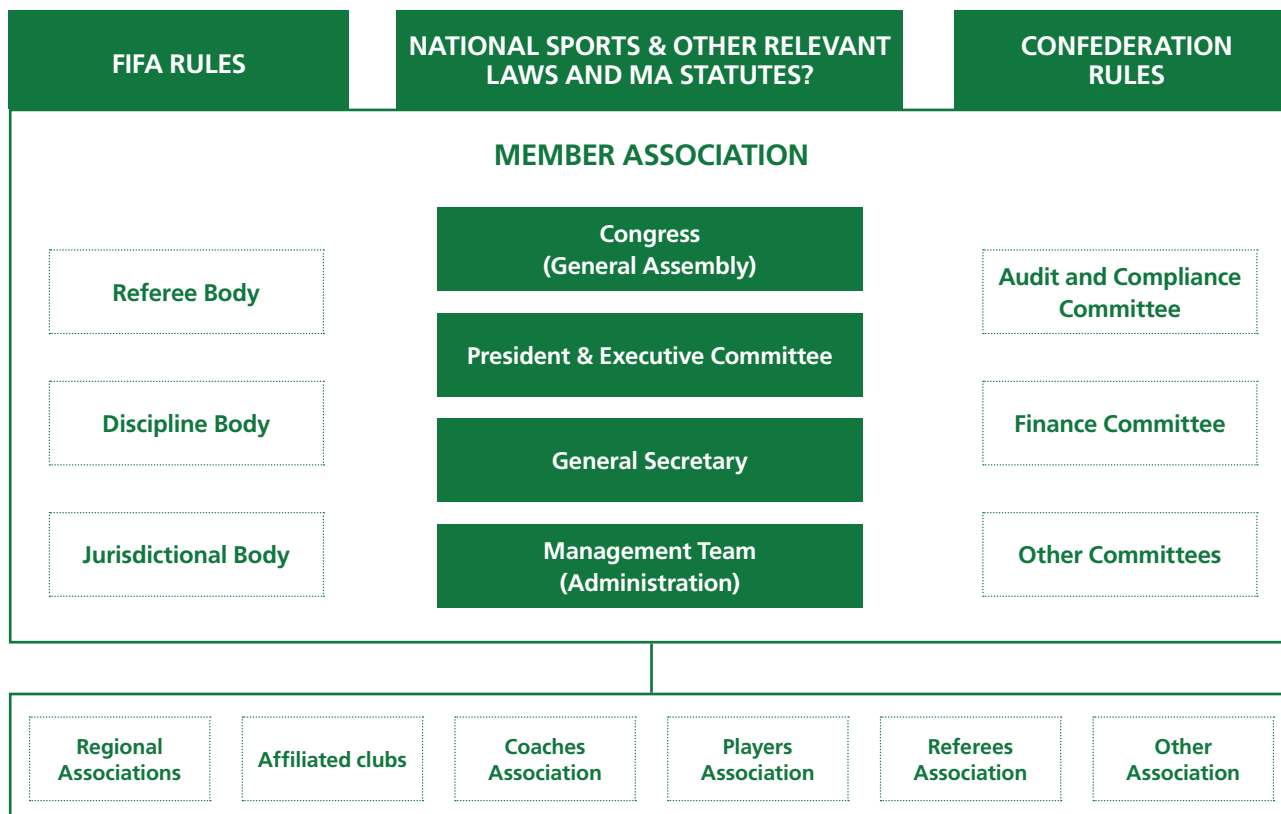
While the President will chair the Congress, it is important that you are given an opportunity to report on your highlights. It is equally important that all Executive Committee members attend.

The Congress is an opportunity to showcase and highlight the organisation’s successes to the membership but also to reinforce the football family’s importance to the association.

A presentation on the annual report highlights is advised, especially where funding or grants have been supplied to Congress members for the development of the game.



OVERVIEW OF MEMBER ASSOCIATION GOVERNANCE STRUCTURE AND RELATIONSHIPS





Communicating with the Congress members

It is important that Congress members are kept informed of the association's strategic progress, and encouraged to recommend their own proposals, via a series of sub-committee meetings or gatherings of the various constituent parts of the membership.

These ideally take place quarterly to share strategic updates, matters for discussion or matters for Congress to be aired in advance.

Consistent communication and update from the association will minimise the risk of any unforeseen items or issues being raised at Congress, and provide ample time for sensitive or contentious matters to be discussed before a Congress vote. In addition to quarterly meetings, a monthly newsletter can serve to keep the membership up-to-date.

The GS' role at the Congress

- Draw up the agenda based on proposals from the Executive Committee and Congress members
- Communication of statutory notices
- Invite key stakeholders from the football family
- Ensure compliance with the association's and FIFA Statutes
- Verify membership and voting rights of the delegates
- Draft the minutes to be presented and approved by the following Congress
- Implement decisions taken by Congress within statutory deadlines
- Along with the President, deal with media enquiries

Sample Ordinary Congress agenda

The Congress agenda shall include the following mandatory items:

- a) A declaration that the Congress has been convened and composed in compliance with the Statutes;
 - b) Approval of the agenda;
 - c) An address by the President;
 - d) Appointment of scrutineers (if applicable);
 - e) Approval of the minutes of the preceding Congress;
 - f) Activity Report
 - g) Report from the Audit and Compliance Committee (or equivalent);
 - h) Presentation of the annual audited financial statements, including the consolidated financial statements and the annual report as well as the auditors' reports;
- i) Approval of the budget;
 - j) Admission for membership (if applicable);
 - k) Votes on proposals for adopting and amending the Statutes, the Regulations Governing the Application of the Statutes and the Standing Orders of the Congress (if applicable);
 - l) Discussion of proposals duly submitted by the members (if applicable);
 - m) Appointment of auditors (if applicable);
 - n) Election or reelection of the President in accordance with these Statutes (if applicable); and
 - o) Election or re-election of the Executive Committee, if applicable.

C. Zonal Unions

What are the CAF Zonal Unions?

The African Continent is divided into six (6) zones as follows:



The Northern Zone (UNAF):

Algeria, Egypt, Libya, Morocco, Tunisia.

The Western Zone A (WAFU A):

Cape Verde, Gambia, Guinea, Guinea Bissau, Liberia, Mali, Mauritania, Senegal, Sierra Leone.

The Western Zone B (WAFU B):

Benin, Burkina Faso, Côte d'Ivoire, Ghana, Niger, Nigeria, Togo.

The Central Zone (UNIFFAC):

Cameroon, Central African Republic, Chad, Congo, DR Congo, Equatorial Guinea, Gabon, São Tomé and Príncipe.

Central-East Zone (CECAFA):

Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, Sudan, South Sudan, Tanzania, Uganda.

The Southern Zone (COSAFA):

Angola, Botswana, Comoros Islands, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Zambia and Zimbabwe

CAF created six Zonal Unions to ensure more balanced representation and development of football on the African continent, in accordance with Articles 13 and 14 of its Statutes and as part of a vision to become globally competitive and self-sustaining.

The Zonal Unions are considered as key stakeholders in the development of African Football. This is projected in the Zonal Union's head of administration, the Executive Director, being integrated in the CAF organizational structure.

The executive director has the important responsibility of acting as a focal point between their respective Member Associations and CAF administration.

Furthermore, the Zonal Unions contribute to the development of African football by working closely with the Technical Directors or Head of Football Development to:

- Grow football participation;
- Educate and develop coaches;
- Educate and develop referees;
- Develop and facilitate Zonal football competitions;
- Engender positive community and society through football, including respect, inclusivity and diversity;

and

- Assist in the improvement of national football facilities

How can the Zonal Union assist its Member Associations:

The purpose of the Member Association should be aligned with the Zonal Union. This uniformity helps:

- Enable effective delivery of programmes nationally, especially in youth and women's football
- Alignment of focus and strategy

What does my Zonal Union look like?

Each Zonal Union is established under a well structured administration who operates from a centralized head office. The below key positions are there to guarantee that all aspects necessary for the development of football in their Zonal Union are addressed:

- Finance Manager
- Competitions Manager
- Development Manager
- Women Development Manager
- Marketing and Communications Manager

How can the Member Associations efficiently work with the Zonal Unions?

The General Secretary is expected to update and share a directory of its Member Association's contacts with the Zonal Union's Executive Director. Ideally, the General Secretary must have monthly meetings with the Zonal Union to further foster a good working relationship.

The General Secretary is expected to cooperate with the Zonal Union on aspects related to the operational relationship on behalf of the Member Association.

D. The Role of CAF

The roles of CAF

The roles and responsibilities of the CAF are outlined in art. 22 of the FIFA Statutes.

Generally, CAF may:

- Set standards and requirements for membership
- Set regulations and statutes
- Provide guidance
- Provide support (financial and other, e.g. capability-building & knowledge)

Categorically, CAF has the following responsibilities:

Organisation of continental competitions: these include youth and women's competitions, as well as other football disciplines such as futsal or beach soccer. CAF also manages the continental clubs competition.

Supervisory role: enforce compliance with the Statutes and ensure that international leagues or any other such groups of clubs or leagues shall not be formed without its consent and the approval of FIFA;

Representation functions: election of the members to FIFA's Council and proposal of female members to the FIFA Congress.

How CAF can help the association

- Grants (financial)
- Guidance (through statutes, regulations, guidelines and policies, and subject matter manuals and courses)
- Support on disciplinary matters, including dispute resolution
- Competition management
- Development and education through capability-building programmes
- Advocacy for social and community leadership efforts
- Provide non-financial (resource) support, including Zonal Unions
- CAF African Schools Programme, CAF Development programme and the respective Member Association Development Programmes
- Opportunities for bidding to host CAF tournaments
- Workshops and conferences
- Reports of Technical Study Groups
- Technical ad-hoc consultancies





Importance of compliance to CAF

- Set standards for membership
- Consistent Statutes
- Participate in competitions & tournaments
- Attend conferences and workshops
- Strengthened governance framework
- Stipulates no third-party interference
- Embeds requirement for compliance with WADA
- Provides guidance on sports integrity

Rights associated to CAF and Association Membership

- Participation at CAF Congresses
- Voting rights as Congress member
- Representation at governance levels, whether Executive Committee, Council, standing committees
- Invitation to workshops and conferences

Communications with CAF and Zonal Unions

Specifically, you should advise CAF and the Zonal Unions:

- Notice of Congress meetings
- Change in Executive Committee
- Change in Statutes
- Provide externally audited accounts
- Provide audit of any grants received
- Any other significant matters

Accessing CAF and Zonal Union support

What you need to do to access support:

- Ask CAF and the Zonal Union what support programmes are available, usually from Zonal Union manager or officer
- Understand specifically what documentation and requirements are needed to apply for the support
- Share the knowledge discovered with the President and Executive Committee and ask for their advice
- Identify and assign a lead contact
- Develop the paperwork and apply

Your role in engaging with CAF and the Zonal Unions

Whilst the President is responsible for protocol, you are responsible for administrative functions and should understand CAF and FIFA programmes to optimise the opportunities these programmes offer.



You should have a comprehensive overview of the activities and development programmes provided for by the relevant Zonal Union and understand the processes involved.

In summary you should:

- Be aware of the various support programmes available to the Member Association from CAF & FIFA
 - Apply for support programmes and integrate them into strategy planning
 - Be aware of the schedule of committee meetings at zonal level
 - Plan the participation of national teams in the CAF's competitions
 - Liaise with the Zonal Union for the participation in Zonal Union competition
 - Manage and account for funds that come from the Zonal Union, CAF or FIFA
 - Maintain good relations with working-level contacts within CAF and the Zonal Unions. This will include the zonal union manager and officers. (whatever you need you should be able to contact the right person on short notice)
-
- Brief your President on a regular basis about relevant items concerning discussions or decisions at confederation level
 - Have a deep understanding of the FIFA Forward Programme, CAF funding and what funding is available, how to access the funding and to project manage alongside FIFA and CAF
 - Understand FIFA and CAF's funding and capacity-building specific to growing women's football





Relations with other CAF members

It is advised that you build relationships with your fellow Member Association General Secretaries. This provides a commonality of purpose but also promotes cooperation on key areas or challenges specific to your region or confederation. Equally, building relationships can also provide reassurances that other associations face similar challenges in resource, participation, elite success or governance.

Helpful first steps

- Make contact (with President) immediately with the CAF Member Associations Division, Zonal Unions and other relevant departments within CAF
- Familiarise yourself with the FIFA Statutes
- Familiarise yourself with the CAF statutes
- Familiarise yourself with CAF's reporting requirements
- Familiarise yourself with the confederation's reporting requirements
- Familiarise yourself with CAF's calendar
- Familiarise yourself with the confederation's calendar
- Familiarise yourself with the FIFA Forward and CAF Development Programmes



- **Maintain a great relationship with your CAF Zonal Union's Executive Director by keeping in contact throughout the year**
- **Be aware of the committee(s) on which your President or other members of your association sit and support them in the preparation of the meetings**



E. Football stakeholders: clubs, leagues, players, coaches and official

Football stakeholders are integral to the football family: players, coaches, match officials, clubs and league bodies. They may all have their own representative bodies but alignment and shared understanding of each other's responsibilities will be important in ensuring:

- Governance and administration of competitions and other football activities
- Compliant regulatory frameworks
- Development programmes and activities

The clubs and leagues

The Member Association's relationship with the clubs and league is multi-dimensional, whether in providing a player pathway from grassroots and youth to professional football, aligning the domestic and international fixture calendars, distributing commercial revenue or aligning behind common strategic objectives.

Politically, league bodies and clubs carry significant influence, especially at professional level: they are normally the first interface between fans and football, and the larger the club and its fan base, the more impact it can have on public opinion and football policy.

At all levels, it is of critical importance that the association has programmes in place to (i) establish and support clubs and then help the proper governance and administration of those clubs, as well as (ii) develop their capabilities to deliver technical football programmes and activities.

These programmes are usually delivered in conjunction with the national league (where applicable and separate from the association) and will be incorporated into the national club licensing system.

The importance and benefit of club licensing

CAF in collaboration with FIFA has invested heavily, to develop a standard Club Licensing System that could be applied by all its Member Associations.

CAF's Club Licensing System is based on five key criteria:

01

Sporting

02

Personnel and administrative

03

Financial

04

Infrastructure

05

Legal

These criteria seek to safeguard the credibility and integrity of club competitions while improving the level of professionalism within the football family and promoting transparency in the finances, ownership and control of clubs.

Over the last 15 years, the implementation and continued development of club licensing systems has resulted in greater professionalism, proper and more transparent governance, a higher level of club management, a better level of home-grown players, higher quality of play, increase of fans and commercial revenues, and ultimately, improvements in the quality of national teams for those confederations, Member Associations and leagues that have implemented them.

CAF Club Licensing Handbook

Organisation of the national league(s)

Typically, the organisation of top-tier domestic leagues will fall into the following broad categories, each of which will require the Member Association to participate in the governance and administration of those leagues differently.

Member Association-controlled

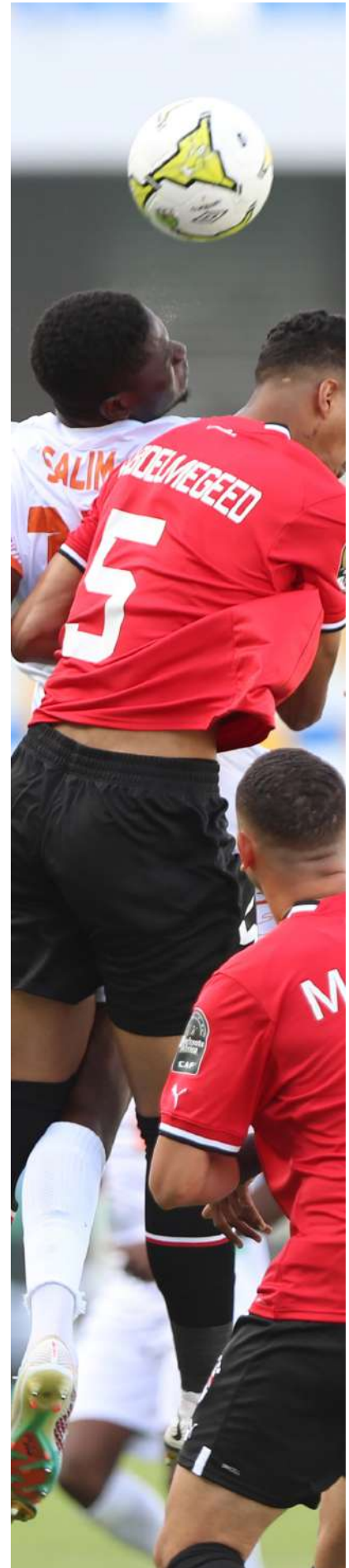
Where the Member Association has full control and responsibility over the governance, management and commercial exploitation of the league.

Separate legal entity with Member Association 'stakeholding'

Where the league entity members are the participating clubs and the Member Association also has a significant 'stake' in the league entity as defined in the entity's statutes. This 'stake' could be by way of shareholding or 'special rights'.

Separate legal entity

Where the league entity members are the participating clubs and where the Member Association is only responsible for refereeing and disciplinary matters (but not always), with no 'stake' in the league entity.



How you engage with league(s) and clubs

You will rely on your Head of Competitions, and where your association implements a club licensing system, your Club Licensing Officer and Competitions Committee, to develop and manage on behalf of your association:

- The management and coordination of the competition, including schedules, match official appointments, team logistics, and administration of disciplinary matters
- Club licensing management and compliance
- Competition and league annual plan/calendar of activities
- Quarterly report on league performance and progress (especially non-football and commercial)
- Competition and league strategy
- Competition and league budget
- Engage, in the first instance with the stakeholders, including systematic workshops and consultations

Primarily, your engagement with clubs and the league(s) will be through your Head of Competitions and Competitions Department and includes:

- Workshops/conferences
- Daily interactions
- Weekly interactions
- Monthly interactions
- Quarterly interactions
- Annual interactions
- Ad-hoc interactions

In the case where your top-tier league is a separate entity, you should have a collaborative and respectful relationship with your peer at the League, usually the Chief Executive Officer, with whom you should meet with on a systematic and frequent basis.

Players

Your players may be both amateur and professional. At an amateur level, the association may have very little engagement with this stakeholder group, other than through the regional associations, clubs and leagues they are involved with. At professional level, these players have more than likely developed through the player development pathway to national team level.

At an administrative level, the association should:

- Manage and conduct all player disciplinary matters effectively
- Have a national development curriculum for players, from grassroots and youth to advanced and elite level
- Develop and deliver programmes that offer opportunities for players to develop coaching and refereeing certifications
- Develop and deliver programmes that offer opportunities to develop skills and qualifications outside of football (vocational and social)
- For professional players, have a standard player contract to ensure that players' rights from clubs and obligations to clubs are defined, understood and agreed

How the General Secretary engages with the Players

You will rely on your National Coach, Technical Director, Head of Competitions and Head of National Teams in engaging with the players.

Moreover, where a players' association also exists, you should have a collaborative relationship with them for dealing with professional players and national team players.



Recognise and celebrate the contribution of clubs, players, coaches and referees

Through Annual Awards Nights and Hall of Fame induction ceremonies, you will also be able to further strengthen the associations recognition and appreciation for these vital stakeholders.

Such functions are also beneficial for inviting commercial partners and sponsors, media, government and other stakeholders to further strengthen all relationships.

Coaches

Like the players, your coaches will be both amateur and professional, and include employees of the association – namely national team coaches.

The Member Association's responsibility to Coaches

As GS of your Member Association, your responsibility to the coaches includes:

- Having a Technical department and Technical Director;
- Delivering a coach education and development pathway;
- Providing a national development curriculum (typically developed by the Technical Director and department) for coaches to follow;
- Facilitating competitions, both amateur and professional, for coaches to participate in; and
- Creating an environment where coaches can be employed.

Coaches also have a right and responsibility to continue pursuing development and education and to deliver coaching to players, especially at the amateur and grassroots level, consistent with the national coaching curriculum. Mostly, you will rely on your Technical Director to oversee the education and development of coaches.

Managing the association's Coaches and Technical Director

Within your association, you will most likely have both National Team Coaches responsible for the preparation and performance of various national teams, and a Technical Director responsible for the development of football players and coaches in your country.

Your relationship with both these sets of coaches will be different, given their differing responsibilities and the expectations the association will have of them.





National Team Coaches

For your National Team Coaches, amongst other things, it is reasonable to expect that they will:

- Set high expectations of performance and behaviour for players and staff of National Teams, as representatives of the nation;
- Align with the association's values and vision, and demonstrate compliance with the association's policies;
- Demonstrate integrity in managing their players and support staff;
- Have respectful and constructive working relations with you and the Technical Director, and clubs;
- Plan the programmes of their National Teams in a manner that helps preparation and performance;
- Prepare their teams with a view to performing strongly in matches and tournaments; and
- Always represent the association, and nation, professionally and in a dignified manner.

You will typically evaluate the performance of National Team coaches on each of the above expectations, as well as frequent and periodic evaluation against specific team performance targets that the association has set on them.

Typically, expectations of results from National Team Coaches are short to medium term in nature and almost exclusively determined by football results.

Technical Director

For your Technical Director, you should expect that they:

- Understands the footballing culture of the nation and the long-term football vision of the association;
- Have a long-term outlook;
- Have experience in building effective development systems that help coaches and clubs develop better footballers, and football;
- Have the discipline to produce, monitor and manage long-term plans;
- Have the respect and support of National Team and Club coaches; and
- Can effectively articulate and communicate football development plans, performance and information to those less proficient in technical football.

Essentially, the primary goal of the Technical Director will be to develop players, and the quality of football in your nation through coaching, to a standard that can produce players that excel in performing at the highest standards.

Most notably, and completely contrary to the National Team Coaches, the Technical Director's performance should not be evaluated in the short to medium term, with the results of football development programmes taking many years before credible indicators of the system's strength and performance can be established, understood and measured fairly.

Match Officials (Referees)

Like the players and coaches, your match officials will be both amateur and professional, and include employees of the association – namely referees that officiate your competitions.

As a Member Association, your responsibility to the referees includes:

- Having a Referees department and a Head of Referees – in smaller associations this may be within the Technical Department rather than standalone;
- Delivering a referee education and development pathway;
- Providing a national development curriculum (typically developed by the Head of Referees and department or Technical Department) for referees to follow;
- Facilitating competitions, both amateur and professional, for referees to officiate in; and
- Creating a safe and professional environment where referees can be employed.

You will mostly rely on your Head of Referees to engage and communicate with match officials. Where a Referees association also exists, you/your Head of Referees should also have a relationship with them for dealing with referees issues.

F. Committees of the Member Association

To provide wider stakeholder oversight and input, you may need to have sub-committees established by the Executive Committee. These should be a practical extension of your governance system, where they each offer expert advice and guidance on strategy and policy in support of the President and Executive Committee.

Generally, these committees – and their respective roles – will be stated in your association’s Statutes and typically include:

- **Finance Committee**
Advise and monitor policy and strategy in relation to (a) financial policies and systems; (b) finance strategy and budget development; (c) financial reporting and disclosure; and (d) risk management policies and systems
- **Technical Committee**
Advise and monitor policy and strategy in relation to (a) coach education and development; (b) player education and development; and (c) talent identification
- **Competitions Committee**
Advise and monitor policy and strategy in relation to (a) competitions strategy; (b) competitions integration; (c) competition formats, structures & schedules; (d) competition regulations; (e) Club licensing and compliance; and (f) stadium security & safety
- **Referees Committee**
Advise and monitor policy and strategy in relation to (a) promotion of, and participation in, refereeing; (b) development and improvement of refereeing standards; (c) identification and promotion of the development of talented referees; and (d) any other matters relating to policy and development of referees

- **Medical Committee**
Advise and monitor policy and strategy in relation to (a) all medical aspects as they apply to football and the players; (b) injury monitoring, analysis and management; (c) recovery and rehabilitation; (d) anti-doping testing and monitoring; (e) extreme weather and conditions, and their effect on players; and (f) any other matters related to players injury, recovery, sports medicine, physical fitness and well-being, and anti-doping.

To ensure the relevance of each committee, especially with regard to their advice being received by the Executive Committee, it is commonly advisable that the **chair of each committee** be a current member of the Executive Committee.

The role of the General Secretary with committees

As General Secretary, your role in relation to the committees is dependent on need but may include:

- Helping to identify members for committees
- Assigning members of the senior management team as committee secretaries, including guiding them on
 - How to coordinate meetings
 - How to develop effective meeting agendas
 - Maintaining and sharing minutes
 - Maintaining an action register





Judicial bodies of the Member Association

As part of your commitment to good governance, it is important your association has strong disciplinary and judicial bodies.

They are independently elected or composed bodies responsible for adjudicating on disciplinary and ethical matters that require independent resolution. Equally, they can serve as a separate appellate body on decisions your association has taken within its own statutes and regulations.

Your association should elect and compose the following judicial bodies:

- Disciplinary Committee;
- Ethics Committee;
- Appeals Committee;

In some instances, your association may also have a need to elect members to a:

- Players' Status Committee; or
- Dispute Resolution Body

Your disciplinary code or procedures should outline terms of reference for the above bodies and be applicable to all of your members or stakeholders under your jurisdiction such as:

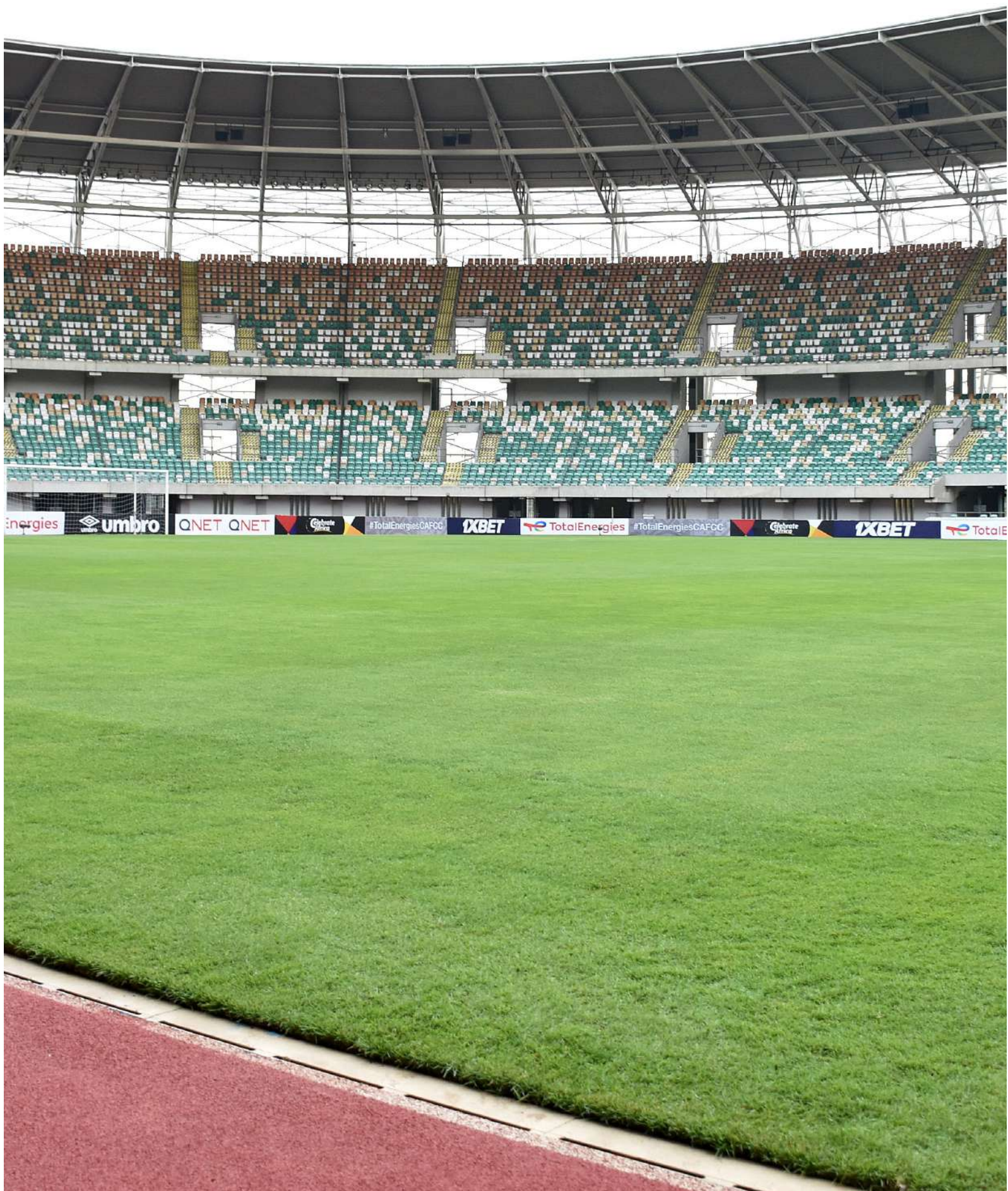
- Regional association members of the association;
- Clubs;
- Officials;
- Players;
- Match officials;
- Intermediaries and match agents;

An **Ethics Committee** may be required in line with the **(FIFA Code of Ethics)** to deal with conduct that compromises the integrity and reputation of football and in particular to illegal, immoral and unethical behaviour.

This committee may have jurisdiction over:

- Officials
- Players
- Match agents
- Intermediaries

The **Appeals Committee** will have the specific role of hearing appeals against decisions from the Disciplinary Committee and the Ethics Committee which are not declared final by the relevant regulations.



External stakeholders

These stakeholders are not bound by the rules that govern the Member Association (Statutes, regulations and the like) but are often valuable partners of the association.

These include:

- National and local government
- Sponsors and commercial partners
- Fans
- Media
- National Sporting Organisations and the National Olympic Committee; and
- Non-Government Organisations (NGOs)

Collectively, these stakeholders are important in providing a wider impact and visibility to growing and developing football in your country. You are encouraged to build strong relationships that can help put football at the forefront of the nation's consciousness and be seen as a force for good across communities and groups.

A. Government

The relationship between the association and government is founded on a mutual understanding that football can be a source of good across society.

Football can unite a nation behind success and possibility at club and international level, it can inspire through mass grassroots participation for all, and in doing so have a dramatic impact on the government's national agendas in health, education, wellbeing and community.



How the government and the association can help each other

Whilst relations between local and national government will differ by country, there are areas of common interest that can have a profound and positive impact for football and the nation.

Below is a helpful guide on how you can promote positive engagement with government agencies:

Agency/Ministry	What football can offer	What football can gain
Sports	<p>Help deliver programmes focused on sporting excellence.</p> <p>Help deliver programmes on sports participation.</p>	<p>Funding for football headquarters and/or centres of excellence and training facilities.</p> <p>Funding for sporting improvement programmes, including resources and equipment.</p> <p>Funding for football participation programmes.</p>
Education	<p>Help advocate and deliver programmes focused on promoting education.</p>	<p>Funding for programmes that focus on promoting education.</p> <p>Funding education scholarships and programmes for football stakeholders.</p>
Health	<p>Help advocate and deliver programmes focused on health and well-being of community.</p>	<p>Funding for programmes that focus on promoting health and well-being.</p>
Infrastructure	<p>Help drive use of facilities.</p>	<p>Help fund new and improvement of football facilities and amenities.</p> <p>Funding for tournament bidding and hosting.</p>
Commerce	<p>Help drive investment in commerce and business through attendance and patronage of football events.</p>	<p>Help facilitate introductions to commercial sector.</p> <p>Funding for tournament bidding and hosting.</p>
Foreign	<p>Help establish and nurture international relationships through football.</p>	<p>Help facilitate and support international travel.</p> <p>Help fund international activities.</p>
Tourism	<p>Help drive tourism through football events.</p> <p>Help drive tourism through football personality.</p> <p>Promote the country internationally through its sport and elite teams.</p>	<p>Through sponsorship.</p> <p>Help fund international tournaments and football activities.</p> <p>Funding for tournament bidding and hosting.</p>
Immigration & Internal Affairs	<p>Help drive social integration of refugees/new immigrant communities or ethnic groups.</p> <p>Promote the role of women and girls domestically through football development programmes.</p>	<p>Help fund grassroots football programmes.</p>

Engaging with the government

Firstly, and wherever possible, the President and General Secretary should lead on all communications with the government, especially at a national level. This sets out a high-level relationship from which future discussions can be delegated between the relevant football department and government cabinet.

The power of CAF and its development programmes.

Your association's entitlement to, and ability to acquire, support through CAF's development and support programmes are also critical to applying for government support.

Any financial commitment made by FIFA or CAF should be used to ask from the government at least an equitable commitment.

Moreover, and where the government does make a commitment to contribute, there is an opportunity to also seek further support and contribution from other benefactors, who may wish to be associated with the project, given the involvement of CAF, FIFA and the government.

Where your Member Association embarks on developing its own Community and Social Leadership (or Corporate Social Responsibility) Plan, the following should be considered:

- Local social and community issues and needs;
- Recent government focus on social and community issues; and
- Recent focus on social and community issues from the commercial sector

Where possible, you should look to also ensure alignment with the above, as well as including those sporting and social and community areas of focus important to the Member Association and football.



To help identify some possible social and community programmes for the Member Association, and football, to focus on, refer to the below table which outlines typical programmes that football can deliver to community and social matters.

FOCUS	EXAMPLES					
Education	School	Skills for Life				
Health & Well-Being	Nutrition	Mental Health	Obesity	Exercise & Activity Promotion	Dental and Optical support	
Diversity & Inclusion	Anti-Racism	Social Integration	Multiculturalism	Inclusion	Gender equity	Community Cohesion
Disability Awareness	Physical Disability awareness	Mental Disability awareness	Disability facilities & amenities development	Disability employment programmes		
Recognition	Emergency Services	Military				
Poverty	Homelessness	Poverty	Malnutrition	Clothing & furniture drives		
Personal Conduct	Anti-Violence	Anti-Drugs	Anti-Sexual Assault	Anti-Drugs		
Corporate	Business Diversity					
Environment	Waste Control & Cleaning	Recycling	Water Pollution	Air Pollution		
Disaster Relief	Disaster Relief					
Sporting Infrastructure and Equipment	Equipment Funding	New infrastructure to facilitate sport at community	Upgrade infrastructure to assist diversity	Upgrade infrastructure for safety & security		
Sporting Excellence for National Pride	Tournaments and camps funding (e.g. national teams)	Development of high-performance centres and facilities	New infrastructure to facilitate sport at professional level	Development of specific national teams		

Diagram: Community and Social Leadership focus areas through football (content courtesy of © Kleinmann Wang 2014)

Social Return on Investment (SROI)

A Social Return on Investment (SROI) is a highly effective way of evaluating and demonstrating the impact of football to the wider community. Social impact studies are similar to economic impact studies in showing the benefits of programmes and events, including the hosting of major events (such as the AFCON, African Cup or FIFA World Cup) to a community, city, and country.

Amongst other things, a SROI Report helps quantify how football serves the community positively and, more specifically, helps identify and understand the value of each of the benefits (both tangible and intangible) football delivers and can include:

- Economic and commercial benefits;
- Health and well-being benefits;
- Social cohesion and cultural benefits;
- Employment (direct and indirect) benefits;
- National 'soft-power' and brand benefits;
- Advocacy of education benefits; and of course;
- Sporting benefits.

Typically, the development of a SROI will be done by an external agency. This is generally preferred for two reasons; firstly, the development of such analysis and reporting is usually complicated and requires specific expertise, and secondly, the credibility and integrity of such reports is almost always greater when it has been produced by an external third party.

The role of the General Secretary with the government

Beyond cultivating relations at government level, you should have a strong understanding of the protocols in engaging government, the local political environment and the current societal and community issues. A broad understanding of these factors will prove invaluable in maintaining meaningful dialogue and outcomes.

With the President, you should ensure government officials are made aware of key football objectives and their synergies to government objectives by:

- Coordinating quarterly in-person meetings;
- Sharing monthly General Secretary or Member Association newsletters;
- Inviting government officials to key events;
- Sharing annual activity reports, especially where they illustrate the association's community and social leadership activities delivered, and the associated impacts, achievements and learnings;
- Inviting the government to participate in strategic planning sessions and other relevant working groups.

The importance of being politically neutral

Wherever possible, be sure to engage and especially invite key people from both the government and the opposition political party.

This neutrality will be respected, and cast the Member Association as being dignified, and ensure that regardless of the political environment, that football and the Member Association can receive multilateral support.



- **Establish a communication protocol for staff on how to approach relations with the government**
- **Create a public affairs plan**
- **Use FIFA and CAF development programmes in order to start a cooperation cycle with national or local authorities, particularly in the domain of infrastructure**



B. Sponsors and commercial partners

Your association's ability to increase its capacity to develop and promote football from grassroots to national team will create inventory that sponsors and commercial partners will want to associate with, generating income to be reinvested into the association's strategic activities and programmes and perpetuating growth.

These sponsorships range from broadcasting and media partners, official kit suppliers, stadium naming rights, official category sponsorships – national team, national cup, grassroots – merchandise and licensing partners.

While your relationships with potential sponsors is important, in most associations a Commercial Director or sponsorship agency will be responsible for identifying a pipeline of potential sponsors and securing contracts in line with market values.



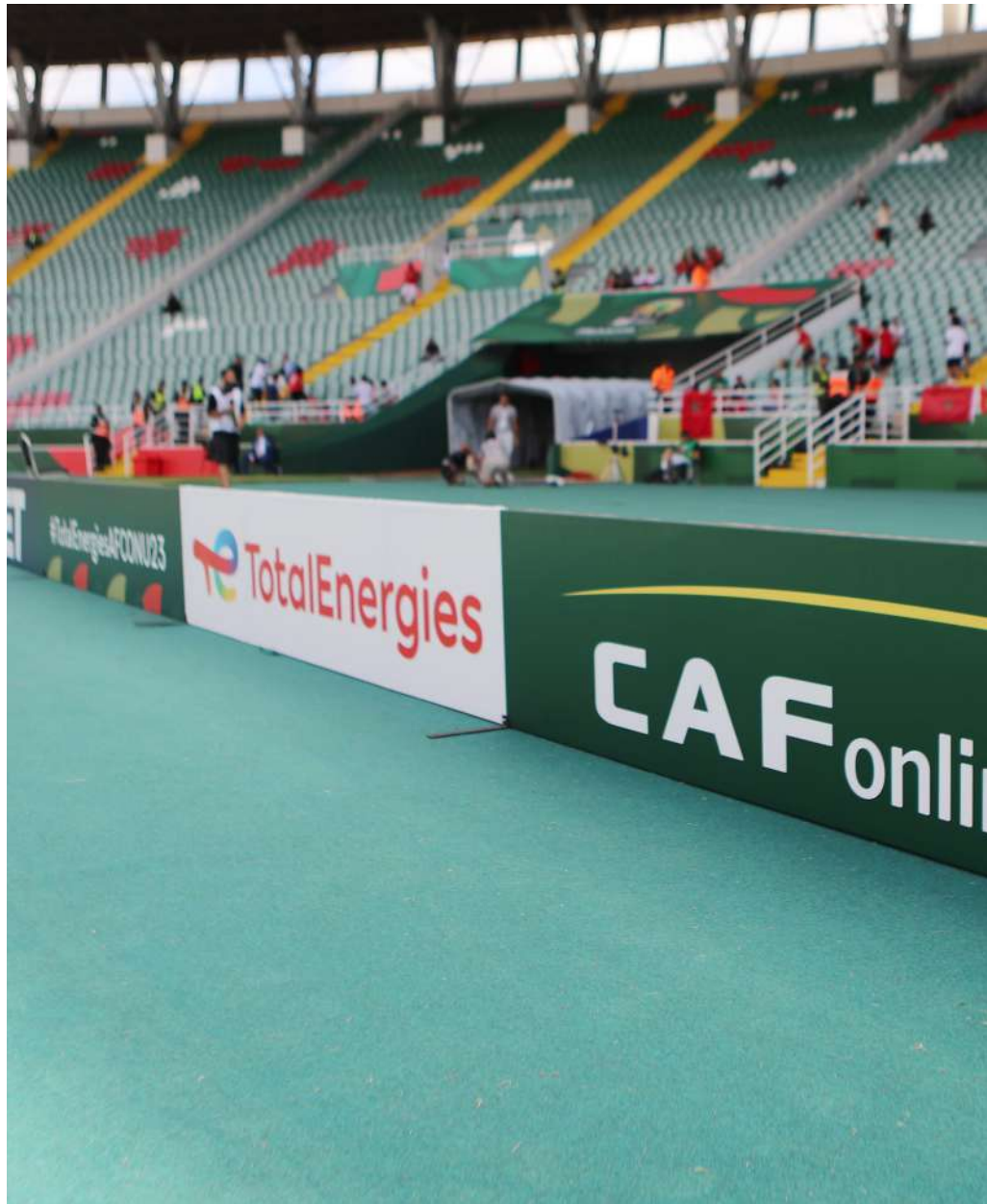


Possible sponsorship categories

- AIRLINE
- AUDIO & SOUND SYSTEMS
- AUTOMOTIVE
- BANK & FINANCE
- BEAUTY/TOILETRY – MENS/BOYS
- BEAUTY/TOILETRY – WOMENS/GIRLS
- BEVERAGE: ALCOHOLIC (SUBJECT TO LOCAL RESTRICTIONS)
- BEVERAGE: ENERGY DRINK
- BEVERAGE: HOT (TEA / COFFEE)
- BEVERAGE: SOFT DRINK
- BEVERAGE: SPORTS DRINK
- BEVERAGE: WATER
- CONFECTIONERY
- CONSTRUCTION / PROPERTY DEVELOPER
- DAIRY PRODUCTS
- ELECTRONICS – COMPUTER
- ELECTRONICS – ENTERTAINMENT
- ELECTRONICS – PHONE/TABLET
- GAMING
- HEALTH FOOD/SNACKS
- HOTEL CHAIN
- INSURANCE
- JEWELLER
- MATCH BALL
- MEN'S/WOMEN'S CLOTHING / RETAILER
- PAYMENT SYSTEM (INCLUDING CREDIT CARD, DIGITAL)
- PERSONAL WEALTH MANAGEMENT
- PETROL, GAS, ENERGY
- PLAYER TRACKING TECHNOLOGY
- RESTAURANT CHAIN
- RETAIL/SUPERMARKET CHAIN
- SOFTWARE
- SPORTS APPAREL, TEAM UNIFORM
- SPORTS DATA
- SPORTS FOOTWEAR
- TELECOM
- TYRES/TYRES
- TOOLS & HARDWARE
- TRANSPORT & LOGISTICS, POSTAL
- WATCHES

In managing your Commercial Manager or commercial agency, as General Secretary you should:

- Have access to a schedule or register of all commercial assets of the association;
- Have access to a register of contracts, which should detail the key terms of each partner contract, including a summary of:
 - Category of partnership;
 - Term (start and end date);
 - Financial terms and payment dates;
 - Rights and benefits of each party;
- Have access to a register or schedule which holds information on all organisations that
 - Have enquired about partnerships;
 - The association, or a representative of, has met with and when; and
 - Made the introduction.
- Have access to annual partnership reports provided to each partner, which should include:
 - All milestones achieved together;
 - Activities delivered;
 - Partner branding delivered;
 - Endorsements made;
 - Benefits provided (and those not provided); and
 - Any return-on-investment analysis conducted.
- Expect to be advised, immediately, of any matter of dissatisfaction communicated by a sponsor or commercial partner – and the nature of it.



Communications

Include your sponsors and commercial partner in your media and mailing lists, so that they are kept abreast of the activities of the association.

Be sure to also advise them as soon as practicable when there is any crisis, and how the association is managing it, so that they are informed and can prepare in the event they are contacted for comment or in the event the matter has a direct impact on the association's reputation and image (refer to chapter 1, Communications skills and managing a crisis).

Matches, events and functions

Invite your sponsors and commercial partners (key people) to football games, open training sessions, meet-the-player sessions, season launches and gala and awards nights.

Sometimes your sponsor or commercial partners may not be able to attend. In such cases, extend the invitation to be shared with one of their associated companies or clients, which may in turn offer the opportunity of building on your association's network of potential partners.



The role of the General Secretary with sponsors and commercial partners

The General Secretary's role with respect to sponsors and commercial partners is key to the strength of the relationship with, and the benefits derived from, them.

Regardless of whether the association has a Commercial Manager or agency overseeing and managing the relationship – ultimately, the General Secretary will be accountable for the strength, or any failure, of the relationship and partnership.

This requires the association, and especially the General Secretary, to have a strong understanding of:

- The partner and their business
- Their key people
- The objective(s) they hope to achieve through the partnership with the association, and
- The rights and benefits that are attached to the partnership.

Additionally, the General Secretary should expect the Commercial Manager to systematically develop and manage:

- A commercial plan that includes the sponsorship categories and commercial assets the association has available for proposal
- The rights and benefits attached to each of these
- A pipeline of potential sponsors and commercial partners to target
- A formal policy outlining how the association will deal with its sponsors and commercial partners (e.g. Account Management), and
- A standard sponsorship proposal document

Acknowledgements

Always mention your appreciation for and the support of sponsors and commercial partners in speeches and include them in your association's online platforms and print collateral.

Association business

Where considered beneficial, the association may also invite key people of the sponsor or commercial partners to participate in any long-term or strategic planning activities of the association.

C. Fans

Fans are both the lifeblood of your association's activities and the barometer for its performance – both on and off the field. Beyond the national team, the association doesn't have 'fans' but enables fandom throughout its activities.

They can be the most ardent advocates, actively and positively participating when things are progressing well or the most strident critics, becoming disengaged or hostile when things are going poorly.

Of all the stakeholders you will deal with, your fans are the most difficult to define. This can be a difficult balance to strike.

They invest by buying tickets and attending matches, participating in football activities, viewing your broadcast matches, buying football merchandise and publications, being consumers of your sponsors and commercial partners, sharing content on social media, and participating in football as players (and their parents and guardians), coaches and referees.

It is imperative that you always tangibly acknowledge, appreciate and respect the collective contribution of supporters and fans and provide them with a formal platform or collective voice to share their feelings, ideas and thoughts.

How your fans can help the Member Association

Through their participation and contribution, your supporters and fans will help influence and drive:

- Attendances of your matches
- Additional revenue through a supporters' club
- Broadcast viewership and value
- Advertising revenue, and
- Government engagement

In return, your fans will expect:

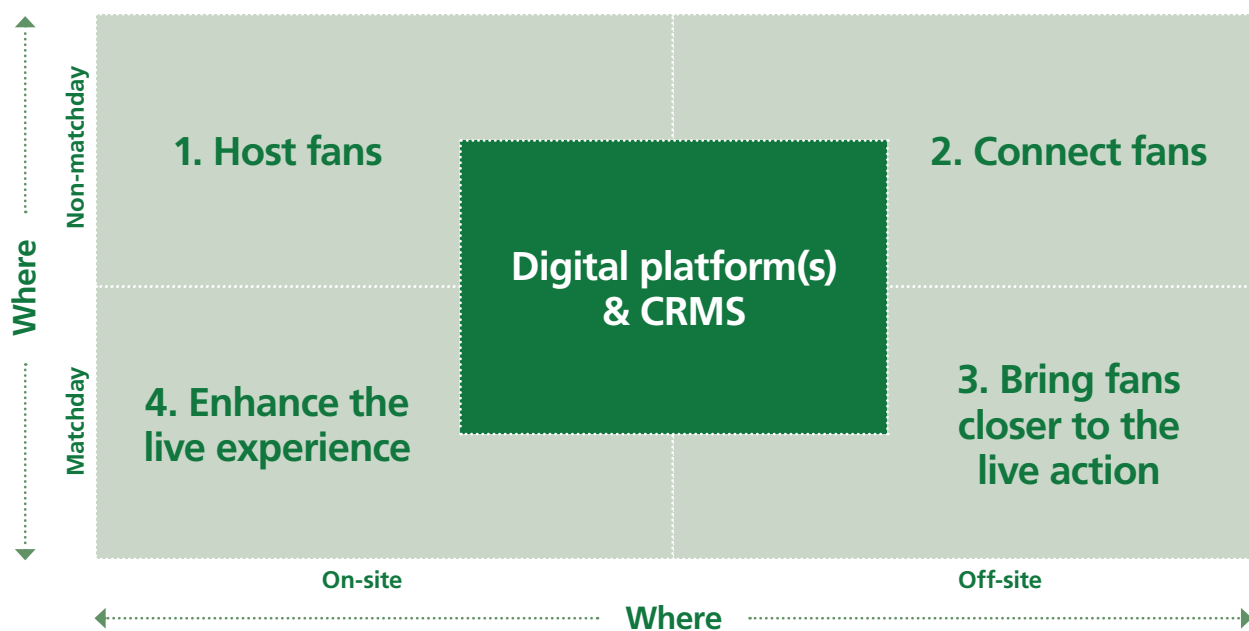
- A safe and secure environment at matches where they can express support for their teams
- A vibrant, energetic and enjoyable atmosphere
- Good amenities and facilities (especially for disabled, children and the elderly)
- Food and beverages
- Well-organised fan zones and entertainment at matches
- Affordable tickets to matches and events
- Easy access to and from match venues

- Access to teams, players and coaches and a platform to enable this (traditional media and social media)
- High-quality football, and
- A winning team

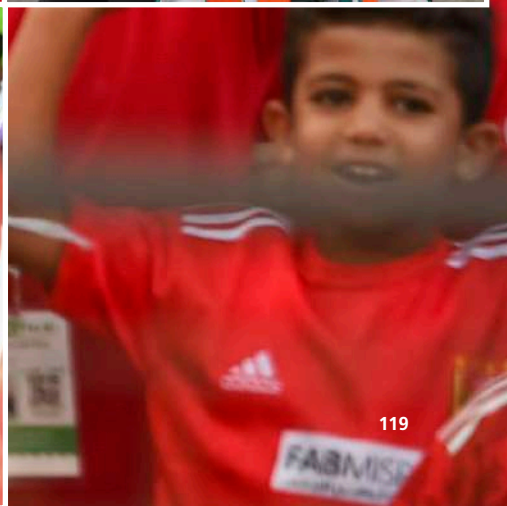
An engaging communications strategy will help you maximise interactions with supporters across all association channels, ticketing, merchandise and other e-commerce platforms. The diagram below is an example of an effective supporter engagement framework.

You must ensure you engage the fans on matchdays and non-matchdays at the stadium and not at the stadium, some possible ways include:

- Matchday at the stadium: implement interaction fan zones at the stadium
- Matchday but not at the stadium: conduct live streaming of the game and behind-the-scenes content on digital platforms
- Non-matchday at the stadium: museum and stadium tours
- Non-matchday not at the stadium: coaching programmes held within the community



(Wilson/Fowler 2016)



D. Media

The media, and the channels they use to disseminate information and content, are a vital stakeholder that provides any football association with a way of sharing information and content and a credible platform on which to build brand value. The modern multimedia landscape comprises anyone who creates and distributes football content.

Traditional media, such as accredited journalists, newspapers, football publications, television and radio, have been joined by popular fan-focused sites – many of whom have audiences greater than traditional outlets or even your own official channels.

Bloggers, social influencers, podcasts and fanzines offer new ways of engaging with new audiences and all should be part of the media mix led by your Marketing and Communication Departments.

You should consider the many ways in which these platforms can provide a platform to update people on your strategic objectives, but also to help support your public image and reputation among all external stakeholders.

Equally, it is just as important to cultivate a trusting relationship with your Head of Communications or Media Officer to make sure that all media interactions are based on strategic objectives, are planned, and that if there are enquiries from the media, you are fully briefed on key messages in advance.

Specifically, such a briefing should include:

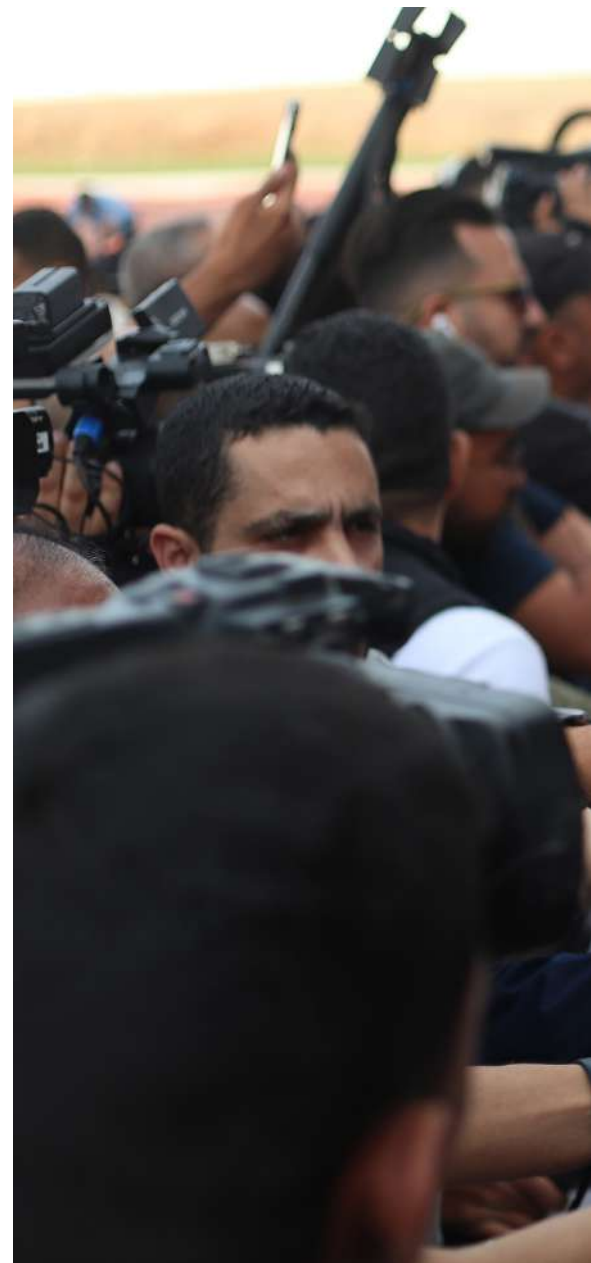
- Information and background on the matter
- Precedence of other previous similar matters
- The stakeholders involved (if any, and background and useful information on them), and the nature and magnitude of any impact on them/benefit to them
- The nature of any reputational risk/benefit to the association, and football, related to the matter
- The keywords and key messages to be delivered in any official statement that position the association as being transparent, respectful and proactively controlling the matter
- Who to acknowledge, recognise and thank where the announcement is one of support for the association
- What not to mention

The General Secretary should also understand that in most cases, the media assigned and accredited to report on football will most likely be passionate football fans and the General Secretary should build a rapport with them also. This engagement and relationship-building can occur through informal conversations before and after matches, press conferences, other official functions and the like.



Treat all media equally

It is not uncommon for an association to have a situation where some media will have a better relationship (especially in the case where you may have a broadcast/print/digital media sponsor or partner). Nevertheless, try to be fair and professional with them all and when sharing information, share information concurrently and consistently – and the media will naturally appreciate that courtesy.



What the media expect and are interested in

Whilst the General Secretary will rely heavily on the Head of Communications in all matters related to dealing with the media, there is benefit in understanding that establishing mutually respectful relationships with the media requires the association and its stakeholders to recognise two key factors:

01

The media's job is to write stories that they believe the news consumer will be interested in and/or are significant.

02

The media will produce content and news – whether the subject likes it or not.

As such, it is helpful to maintain a trusted and mutually respectful relationship with the media.

This does not mean surrendering to them. Quite the contrary, it requires that the association's Head of Communications:

- Provides the media with official access and information that enables them to discharge their responsibilities and duty; and
- Proactively and transparently shares information with the media, especially with news that has the potential of being critical or adverse.





Prepare a default response for any media request for information

To ensure that media requests are dealt with professionally and timely, it is useful for the association to have a prepared and 'default' process for responding to any media enquiry.

Some examples for 'default' responses could be:

- **For an enquiry that has not been anticipated**
Thank you for contacting us / We will seek to clarify the situation / And intend to respond to you within the next 24 hours
- **For an enquiry that is current and anticipated**
Thank you for contacting us / The association has/will have an official position / And intend to share that position within the next 24 hours

Additionally, the Head of Communications should also engage the media by:

- Inviting them to press conferences and providing briefings in advance of them
- Providing access to football statistics and records
- Providing access to players, coaches and key personnel
- Providing them with good working spaces at matches, with amenities such as food and beverages and reliable internet and communications
- A convenient accreditation application process
- Offering opportunities to attend open training sessions, pre-match and post-match press conferences

Additionally, the Member Association could explore:

- Develop relationships with the football writers' association or journalists' association in their country, and attend their events and annual awards dinner
- Develop relationships with journalists from other sectors, specifically business and finance, and health and lifestyle, to grow broader engagement beyond football and towards how the Member Association can support important social, community and commercial endeavours

Annual media and communications plan

An annual media and communications plan is a useful tool for an association to improve the effectiveness of its media and communications activities.

The plan should replicate the association’s activity calendar and provide a guide for how each of the activities will be signalled and promoted through both the media and the association’s own channels.

By having an annual plan developed in advance, the association can prepare content strategically, identify the most appropriate channels for the distribution of content, and use the best advocates to deliver the content.

A template for an annual media and communications plan can be found below.

EXAMPLE OF AN ANNUAL MEDIA & COMMUNICATIONS PLAN (FOR JANUARY)

	January
Activity	National Team AFCON Qualifier
Media objective	Build event brand value for commercial partners; inform media for fan engagement; drive ticket sales
Legacy media	
Television	Player and coach interviews, pre-match press conference, match coverage, post-match press conference
Radio	Player and coach interviews, pre-match press conference, match coverage, post-match press conference
Newspapers	Editorial, profile players, coaches and teams, profile tournament, competition for tickets
Magazines	Editorial, profile players, coaches and teams, profile tournament, competition for tickets
New media	
Websites	Event information, event updates, behind-the-scenes content, video content, key person interview & character profile, partner product photos (apparel, sponsor, etc.)
Facebook	Event information, event updates, behind-the-scenes content, video content, key person interview & character profile, partner product photos (apparel, sponsor, etc.)
LinkedIn	Commercial partner announcements, partner brand testimonials
Twitter	Event updates
Instagram	Event updates; behind-the-scenes content, video content, key person interview & character profile, partner product photos (apparel, sponsor, etc.)
Streaming platforms	Event updates; behind-the-scenes content, video content, key person interview & character profile, partner product photos (apparel, sponsor, etc.)

E. National sporting organisations (NSO) and National Olympic Committee (NOC)

As with the other national sporting organisations in your country, the role of the national football association is to not only develop and promote football and sporting excellence, but also to engender the virtues and values that sport can confer to a nation and its society.

The virtues and values extend to such things as advocating for health and well-being, the promotion of education and literacy, and to provoke and effect equality, respect, diversity and inclusivity across the community.

As such, the association, through its General Secretary (and from a more ceremonial perspective, its President), have a responsibility to build relationships with other sporting organisations, including the National Olympic Committee and other sports.

Managing the relationship with NSOs and the National Olympic Committee

As with any of the association's stakeholders, it is always useful to undertake a simple evaluation of the stakeholder to understand how any relationship could be mutually beneficial. Using the Stakeholder Analysis Worksheet referred to earlier will help undertaking such an assessment.

Regarding the National Olympic Committee, you may be receiving grants that are to be used for the purposes of preparing those national teams that participate in Olympic tournaments. The purpose of such grants is primarily related to the participation and performance of these teams at Olympic tournaments. As such, the association, through the General Secretary, will need to establish and maintain a strong and positive relationship.

This relationship should be open and focused on updating the National Olympic Committee or statutory authority on the progress and status of those teams for which funding has been granted. The association will be expected to provide annually an acquittal and report of how funds have been used, but should provide additional, frequent updates on the activities of those teams and their progress and improvement.

But the association's relationship with the National Olympic Committee can also extend to the sharing of knowledge on sports science, sports medicine, facilities and infrastructure, coaching and development, and administration and governance.

Such opportunities for collaboration would be identified by undertaking a stakeholder analysis.

With respect to other national sporting organisations, it is equally important to understand each of the opportunities they can offer, and those that your association can offer them – without compromising any competitive advantage.

As such, and since they are also competitors, it is also a good idea to stay informed and up-to-date with their activities and strategies, especially their activities to grow participation, sporting performances, new relationships being established and any facility developments. One way of doing that is to regularly visit their website, which may also have a copy of their strategic plans. Another way is to include any reference to these organisations in your 'media monitoring' services.



Free media monitoring service

If your association does not use a paid media monitoring service, a free media monitoring service can be set-up online. One such platform is 'Google Alerts', which can be set up to provide notifications when your matter of interest is mentioned anywhere online. It can be set up here: <https://www.google.com/alerts>

The role of the General Secretary with NSOs and the National Olympic Committee

With respect to relationships with the National Olympic Committee and other national sporting organisations, the role of the General Secretary will include:

- Representing the association professionally
- Establishing and maintaining positive and cooperative relationships
- Understanding what support, including in the form of grants, are available from the National Olympic Committee and the government (a good indicator is what other national sporting organisations receive)
- Representing the association, in contributing to the general development of sport, on behalf of football
- Signing off on grant requests and grant acquittals



Engaging with the NSOs and the Olympic Committee

As mentioned previously, the role of the General Secretary in establishing and maintaining positive relationships with the National Olympic Committee and other national sporting organisations is a key duty.

These relationships, whilst not always having a financial benefit, will ensure that your association is both well regarded and more importantly, is informed of matters in a timely manner and invited to participate and contribute on matters of national sporting and social relevance.

Of course, it would be assumed that there would be formality in the association's dialogue with the National Olympic Committee, especially where there is a flow of funds and/or other resources to the association.

With respect to other national sporting organisations, the dialogue is typically less formal. However, it is not uncommon now for the key decision-makers of such organisations to form a coterie that would meet on a quarterly basis to discuss matters of common sporting and social relevance, including facilities, government programmes and grants, the changing sporting landscape, and social and community welfare projects.

Furthermore, it is not uncommon for the Technical Directors, or national team coaches, of different national sporting organisations to meet either formally or informally – with the sharing of knowledge resulting in possible formal collaborations and mutual benefits.

Where your association has a positive relationship with any of these organisations, it is also worth considering inviting them, as you would other stakeholders, to your functions and events, matches, and even possibly to the Congress as observers, etc.



How NSOs and the Olympic Committee can collaborate with and help the association

Whilst other national sporting organisations will compete with your association for sponsors and commercial partners, participants and fans and government grants, they will have similar objectives and purpose to your association. As such, there is also an opportunity to cooperate with and learn from one another.

Traditionally, cooperation has focused on facilities being shared, for example national stadiums or associated training venues and gymnasiums. The pressure on facility usage, and the need for sharing, is especially important where other sports like rugby, American football and field hockey also use the same field.

Cooperation can also extend to technical activities, for example the sharing of medical data for injury

prevention and rehabilitation, for sports science to be used for athlete development, and for coaching workshops.

As sport and athletes are generally regarded as positive advocates for social and community welfare programmes, there is also an opportunity to collaborate on such activities, especially where government support can be attracted to the cause.

Cooperation can also extend to administration and governance, where sporting organisations can collaborate with universities to develop sport-specific management and governance curriculum, as well as with the National Olympic Committee on capability-building programmes.

Finally, and critically, national sporting organisations are now more recently and frequently cooperating on matters of sports integrity, whether related to anti-match-fixing or anti-doping.



Formalising cooperation agreements

When discussing, and before finalising any cooperation relationship, it is important to identify and understand the scope of the relationship.

This is best delivered by constructing and agreeing to a cooperation agreement, also known as a memorandum of understanding (MOU) or memorandum of agreement (MOA).

These agreements are typically not legally binding, and simply have the effect of formalising in writing a commitment of two or more parties for mutual benefit.

In relation to your association, it may be the case that you will cooperate and collaborate with other national sporting organisations to strengthen sports integrity in your country.

In any case, be sure to keep any agreement simple and exact.

The key elements you should include in any agreement will be:

- Aim and purpose of the cooperation
- Scope, and limitations, of the cooperation
- Defining the parties who are included in the cooperation agreement
- Defining any specific objectives to be delivered (and dates)
- Defining the lead and key contacts for each party
- Defining the financial obligations of each party (where applicable)
- Defining the information to be shared, and the protection of such information
- Defining the undertakings and responsibilities each party will assume to the cooperation
- Definitive meeting dates, the agenda for each, and who will attend
- Date the agreement is in effect
- Date of expiry of agreement
- Signature and endorsement of support of each party

Finally, do not forget to announce the agreement, publicly, jointly – it is a good news story and demonstrates maturity and a progressive and proactive approach of each party.

What the association, other NSOs and the Olympic Committee expect from the cooperation

Generally, the purpose and objective of any agreed cooperation will be the combining of resources (especially where they are scarce) for the mutual benefit of the parties involved.

This is especially important, given that each national sporting organisation will have differing strengths of capabilities and resources for specific areas. For example, football may have very good facilities and amenities but lack sports science capabilities, where rugby will have limited access to fields but strong sports science capabilities. In such circumstances, it would be mutually beneficial to establish some type of cooperation and collaboration agreement.

Furthermore, any demonstration of public cooperation can also lead to shared endorsement and opportunity for advocacy with the government and across the commercial sector.



Fair and mutual benefit

It is important that where you enter into any cooperation and collaboration agreement, you ensure that you are receiving fair value in return for the effort and contribution your association is investing into the relationship.

F. Non-governmental Organisations (NGO)

Football is a powerful movement and driver to raising awareness of and helping efforts for community and social improvement through its ability to engage people of all backgrounds, age, and social and economic demographic.

Its ability to advocate effectively and sincerely for worthy causes through its events, teams, players and coaches is well acknowledged and manifested daily through the relationships that bond the most popular football teams and footballers with the numerous organisations committed to community and social betterment.

As such, and as with relations and collaboration with government, the Member Association should also establish and develop strong and mutually beneficial relationships with non-governmental organisations (NGO's).

These non-governmental organisations are non-profit entities run independently of any government or organisation and commonly focused on the awareness of causes and betterment of conditions related to humanitarian, social, education, health, and environmental matters.

Whilst these NGOs are run independent of government and organisations, they do rely heavily on funding from governments, as well as the commercial sector and from high-net-worth individuals, and they can take the form of local and community-based bodies, national bodies and international bodies.

Some examples of international NGOs are:

- **CARE International**
Committed to fighting poverty
- **Amnesty International**
Dedicated to the promotion and protection of international human rights
- **International Red Cross and Red Crescent Movement**
Dedicated to protecting human life and health
- **Worldwide Fund for Nature**
Works to preserve wildlife and the reduction of human impact on the environment

Whilst organisations like UNICEF are not technically NGOs – they are a division of an IGO (intergovernmental organisation), being the United Nations – they share a common set of objectives and method of delivery of their advocacy, programmes and activities as an NGO does.

As such, it is advisable to also consider the work of the United Nations and their funds (UNICEF – United Nations Children's Fund; UNHCR – United Nations High Commissioner for Refugees; and WFP – World Food Programme) as possible community and social leadership partners for the Member Association.

In the case that your Member Association establishes a formal relationship with an NGO, it will most likely be known as a community and social leadership (or sometimes also known as, charity) partnership.

The relationship with NGOs

Like the relationships your Member Association will have with the government, the objective of any relationship with NGOs will be focused on mutual benefit, usually through collaboration on community and social betterment initiatives and activities.

As General Secretary, it will be your responsibility to lead any such relationships with NGOs, starting from establishing the relationship to the on-going leadership of it on behalf of the Member Association.

Additionally, and with the President as the official spokespersons of the association, you will be relied on by the NGOs to actively and publicly advocate for their programmes and causes.



How the Member Association and NGO's can collaborate with one another

Whilst a relationship with government can, and usually does, result in some form of financial benefit and/or resources to the Member Association, in the case of relationships with NGOs, the benefits will most usually be non-financial.

In this case, the opportunities provided by each will usually include:

- From the Member Association to the NGO:
 - The football teams (including national teams), players, coaches
 - As advocates
 - For participation in the delivery of programmes and activities
 - Football tournaments for raising awareness of causes
 - Signage and advertising for raising awareness of causes
 - A platform to engage with fans and other commercial partners
- From the NGO to the Member Association:
 - A powerful and reputable partner for building relationships with key stakeholders such as government and the commercial sector
 - A capable and resourceful partner for developing new community and social betterment programmes

Moreover, both the Member Association and the partner NGO may also be able to unlock funds and grants from the government and the commercial sector where you collaborate on developing a new campaign or programme together.

Finally, the Member Association's own reputation as a trusted and credible organisation, as well as its brand value, should also increase when it is seen to be actively engaged and investing in causes that seek to 'give back'.





Engaging with NGOs

The key to establishing a strong and long-standing relationship with an NGO is to have a real and direct empathy for a common cause.

To do this, as General Secretary, you should ensure that the Member Association has a Corporate Social Responsibility Strategy that identifies:

- The causes it will actively support;
- How it will actively support them (e.g. programmes and initiatives and a calendar of activities); and
- Which other partners and stakeholders of the Member Association will/may be involved in the delivery of active support (e.g. players, teams, commercial partners, etc.)

A strong CSR plan

Your association's CSR plan should both describe those social and community causes that your association cares about and those for which it will take an active leadership role in supporting and advocating.

Demonstrating genuine and sincere empathy for these causes, as well as a tangible demonstration of how your association will invest and apply effort and focus to the causes, will determine the strength of your CSR plan and whether or not NGOs will be attracted to working with you.

To start with, your CSR plan should include:

- Your association's values
- The social and community causes your association is deeply concerned with and committed to, and why
- The (a) measurable CSR objectives and targets the association wants to achieve and the (b) programmes and activities it will implement to achieve them
- The management personnel and resources the association has committed or allocated to deliver CSR activities
- The public brands and intangible assets of the association that it will use to deliver CSR activities, including teams, leagues, players, coaches, ambassadors, etc.
- Other NGOs and government partners of the association

In engaging with any NGO, you should follow this process:

- Identify those NGOs that have been established with the core purpose aligned to the cause your association is committed to
- Importantly, you should also conduct a comprehensive due diligence on the NGO and its key people to ensure that their reputation and commitment to integrity, good governance and management is as strong as that of the association
- Understand their community and social programmes and activities, with a view to proposing how the association could assist the NGO
- Identify the appropriate people/contacts at the NGO
- Establish the narrative that will be relayed to the NGO in the discussions
- Identify and prepare all supplementary information and data to support the dialogue, including your association's CSR plan
- Share examples of past community and social programmes and activities the association has delivered (if any)



4

Appendices



Appendix 1.1

GS job description

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Job title	Chief Executive (or General Secretary)
Reporting to	Executive Committee
Overall purpose of Job:	
<ul style="list-style-type: none"> To plan, direct, control and deliver the operations of the Member Association in fulfilling its mission to promote, foster and develop the game of football. 	
Main duties and responsibilities	
<ul style="list-style-type: none"> To review, develop and implement the organisational strategy in conjunction with the Board To provide the Member Association with the direction and leadership to deliver its commercial objectives with integrity within the strategy agreed with the Board To consolidate and build on existing income streams (particularly broadcast and sponsorship revenues) and identify and exploit new income opportunities against agreed targets To lead and develop the Member Association in order to ensure the efficient and effective delivery of football regulation and the management of all operations To manage, and be accountable for the financial performance of the Member Association monitoring and controlling costs in accordance with agreed objectives, as set by the Board To lead, motivate and inspire, creating a culture of high performance which values staff and allows them to develop to their full potential, whilst ensuring they meet their objectives To create a cohesive organisation based on a strong ethos of consistent delivery and continuous operational improvement To ensure that the Member Association has a well-considered communications strategy and to oversee and direct its effective execution To maintain and develop relationships with all aspects of the media in order to highlight the work of the Member Association initiating PR activities as appropriate To lead and develop major projects at national and international level aimed at raising the profile of football, maintaining and developing relationships with government ministries and agencies as appropriate To serve on international football bodies and committees (such as CAF and IFAB) as authorised by the Board in order to influence and shape policy for the development of football worldwide, and to ensure that the Member Association continues to be well placed to influence such development To lead on and develop structures to help secure the success of winning national teams To ensure that the Member Association delivers on all of its statutory requirements and promotes the highest standards of corporate governance and transparency To perform such other duties and responsibilities as instructed by the Board from time to time 	

Personal specifications	
Essential	Desirable
Knowledge & Experience	
<ul style="list-style-type: none"> - Proven track record of strategic leadership at executive level - Proven experience in a high-profile, complex, multi-stakeholder organisation. - An understanding of the expectations of members within the context of a governing body - Evidence of success in brokering collaborative working relationships with a range of stakeholders across an industry - A track record of creating a culture of strong internal effectiveness and developing senior management teams to deliver operationally against strategic aims and objectives. - Significant commercial achievements - Proven evidence of designing, leading and implementing complex organisational and cultural change in a manner that inspires, motivates and engages all employees - Understanding of risk management procedures for all aspects of the business - An understanding of promoting equality, diversity and inclusion - Previous involvement in managing media relationships - Demonstrable awareness of the opportunities emerging digital technology offers in transforming services and customer engagement 	
Qualifications and training	
-	- Educated to Degree level or equivalent
Skills	
<ul style="list-style-type: none"> - Well-developed leadership and management skills - Sound financial management and negotiation skills, with a record of achieving successful outcomes - A high level of interpersonal, communication (verbal and written) and influencing skills - Demonstrable capacity to develop policy options for the Board - Well-developed people management skills 	

- Capacity of understanding complex issues (both technical and managerial) and drawing the correct conclusion from information from a wide range of sources
- Strong presentation skills with the ability to express views convincingly and coherently using a variety of media
- The ability to think innovatively coupled with the willingness to challenge the norm and encourage the same in relevant teams
- Creativity and drive to plan and implement highly effective and revenue-generating commercial campaigns

Competencies

- Absolute personal integrity, able to embody the public profile of the organisation
 - A versatile and inspirational leader, who inspires excellence and delivers high performance
 - A pragmatic problem solver
 - A hands-on style, with considerable personal credibility and authority
 - Maturity in terms of presentational style and behaviour.
 - High energy, drive and determination and the ability to prioritise and juggle conflicting demands
 - Calm but firm in communication style and general demeanour
 - Good strategic thinker – an influencer and shaper
 - Resilient, patient and diplomatic, with gravitas and presence – a leader by example
 - Considerable emotional intelligence, with the ability to build positive relationships with a wide range of stakeholders
 - A willingness to listen and take opinions of internal and external stakeholders into account
- A believer in the need for continuous personal development both for self and staff

Additional related information

- The position requires a considerable degree of national and international travelling, therefore a flexible attitude to working hours is a must

Appendix 1.2 SWOT analysis template

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	Positive		Negative
	Strengths		Weaknesses
Internal	<p>Advantages</p> <ul style="list-style-type: none"> Financial reserves, likely returns Accreditations, qualifications, certifications Competitive advantages <p>Capabilities</p> <ul style="list-style-type: none"> Location and geography Innovative aspects <p>Resources, assets, people</p> <ul style="list-style-type: none"> Processes, systems, IT, communications Culture, attitudes, behaviours Management cover, succession Experience, knowledge, data Patents Strong brand names <p>Marketing - reach, distribution, awareness</p> <ul style="list-style-type: none"> USPs (unique selling points) Price, value, quality 		<p>Lack of competitive strength</p> <ul style="list-style-type: none"> Gaps in capabilities Disadvantages of proposition Weak brand name <p>Financials</p> <ul style="list-style-type: none"> Cash flow, startup cash-drain High cost structure <p>Our vulnerabilities</p> <ul style="list-style-type: none"> Timescales, deadlines and pressures Reliability of data, plan predictability <p>Continuity, supply chain robustness</p> <ul style="list-style-type: none"> Processes and systems, etc. Management cover, succession Morale, commitment, leadership
	Opportunities		Threats
External	<p>Market developments</p> <ul style="list-style-type: none"> Competitors' vulnerabilities Niche target markets New USPs <p>New markets, vertical, horizontal</p> <ul style="list-style-type: none"> Partnerships, agencies, distribution Geographical, export, import <p>Unfulfilled customer need</p> <ul style="list-style-type: none"> New technologies Loosening of regulations <p>Business and product development</p> <ul style="list-style-type: none"> Seasonal, weather, fashion influences Technology development and innovation Industry, for lifestyle trends 		<p>Environmental effects</p> <ul style="list-style-type: none"> Seasonal, weather effects Economy – home, abroad Political effects Legislative effects <p>Market demand</p> <ul style="list-style-type: none"> New technologies, services, ideas IT developments Shifts in consumer tastes <p>Obstacles</p> <ul style="list-style-type: none"> Sustainable financial backing Insurmountable weaknesses Competitor intentions New regulations Increased trade barriers Emergence of substitute products

Appendix 1.3 Budget template

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BUDGET TEMPLATE													
Insert association name:													
Month	1	2	3	4	5	6	7	8	9	10	11	12	Total
Income													
Expenditure													
Gross profit													
Expenses/overheads	1	2	3	4	5	6	7	8	9	10	11	12	Total
Premises (rent, rates)													
Power (light, heat, electricity, gas)													
Telephone													
Insurance													
Postage and carriage													
Advertising													
Interest and bank charges payable													
Stationery													
Drawings, wages or salaries													
Sports equipment													
Motor expenses (mileage)													
Accountancy fees													
Legal/professional fees													
Total expenses/overheads													
Income	1	2	3	4	5	6	7	8	9	10	11	12	Total
Ticketing													
Sponsorship													
Government grants													
Food and beverages													
Merchandising													
Advertising													
Broadcast/TV													
Other													
Total expenses/overheads													
PROFIT													

Appendix 1.4 Matchday operations planner

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Match		
Date		
Venue		
Organisational Details		
1	Hotel	Comments
	Hotel Name	
	Address	
	Telephone Number	
2	Arrival Details	
	KIT VAN	
	Arrival Time	
	Van Model	
	Registration Number	
	Name of Kit Man	
	TEAM BUS	
	Departure for Stadium	
	Name of Coach Firm	
	Registration Number	
	Bus Driver Name Mobile Number	
3	Dressing Room Catering	
	Pre-Match	
	Half-Time	
	Full-Time	
	Still Mineral Water	
4	Tickets / Accreditation	
	1	
	2	
	3	
	4	
	5	

Appendix 1.5 Matchday activity plan

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Activity Plan						
Match						
Date						
Local time	Activity	Participants				Location
		xx	xx	TV	Other	
Date						
09:00		✓	✓	✓		
10:00						
11:00						
12:30						
16:30						
14:00						
17:00						
Date						
TBC						
09:00						
10:00						
11:30						
13:00						
14:00						
15:25						
16:30						
19:00						
Date						
10:00						
10:30						
10:30						
11:00						
13:45						
14:00						
16:00						
16:00						
17:00						

Appendix 1.6

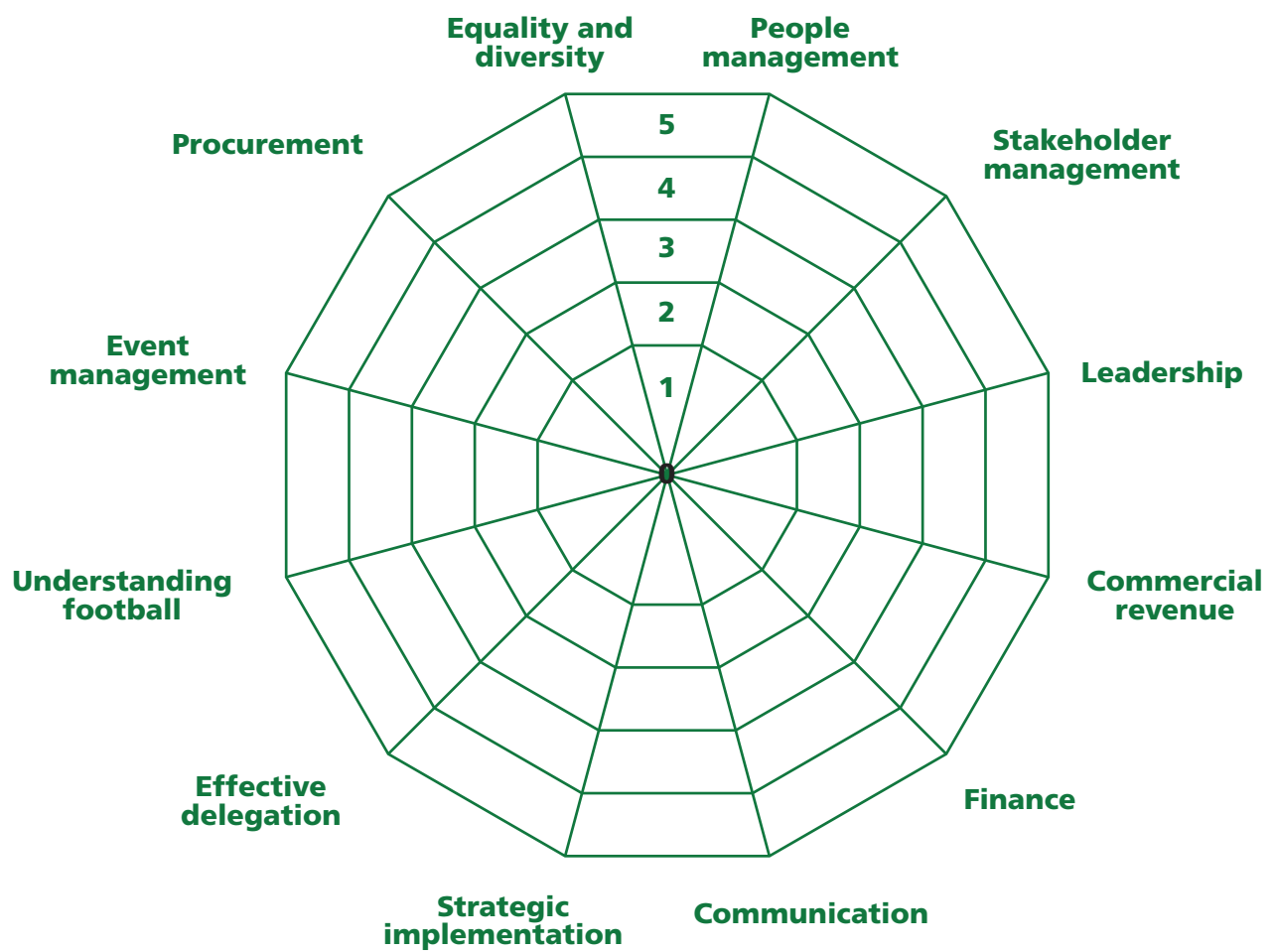
360 skills review template

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Skills (please rate on a scale of 1-5 where 1 is very poor and 5 is excellent)	Rating 1-5	Evidence for your rating
1. Leadership		
2. Communications and crisis management		
3. Staff management		
4. Delegation		
Knowledge (please rate on a scale of 1-5 where 1 is very poor and 5 is excellent)	Rating 1-5	Evidence for your rating
1. Strategic planning		
2. Finance management		
3. Governance		
4. Commercial		
5. Event management		
6. Procurement		
7. Understanding football		
What's going well?		
What's going less well?		
What could be improved upon?		
Any other comments?		

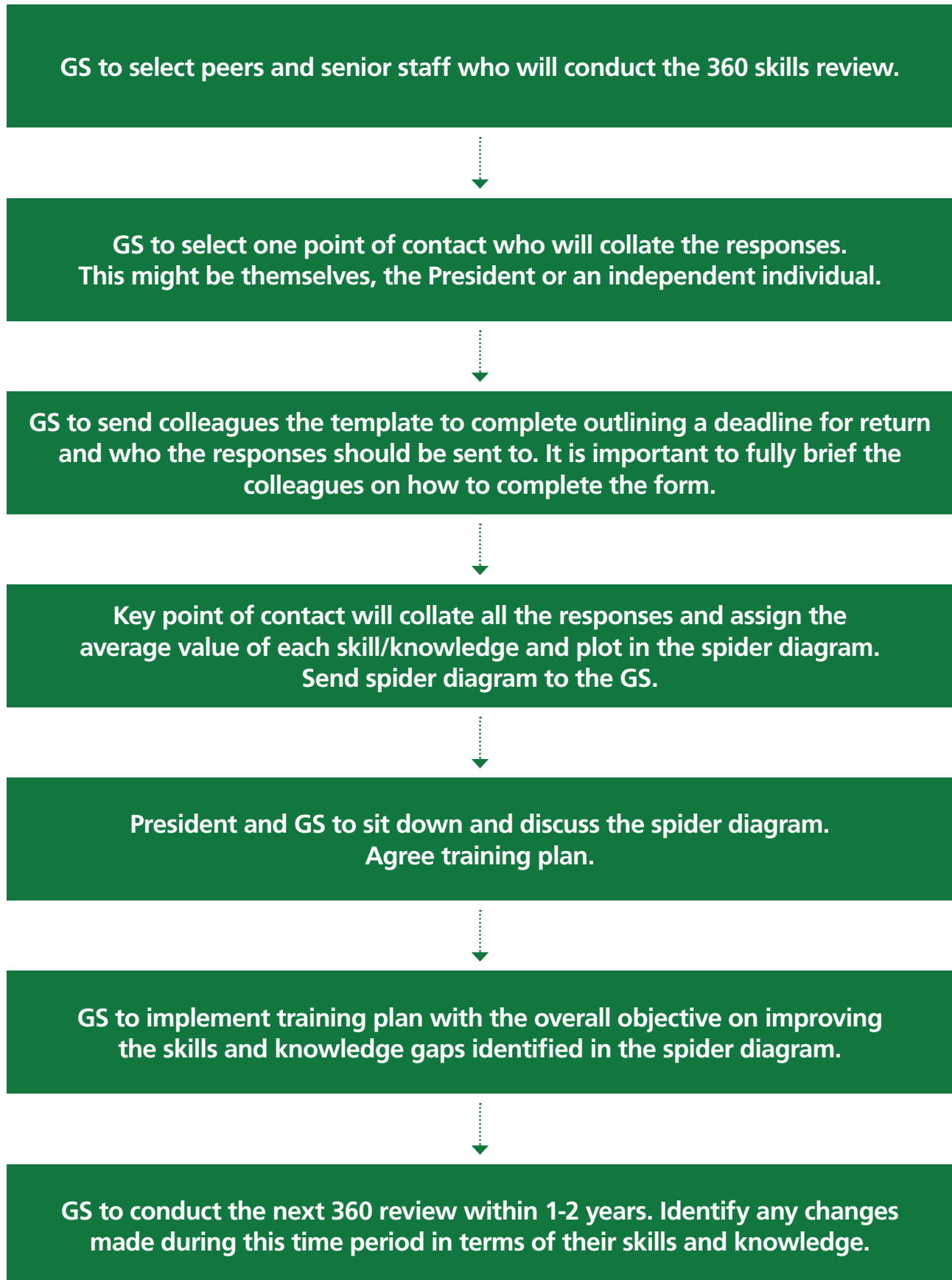
Appendix 1.7 360 skills review spider diagram

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Appendix 1.8 360 skills review process overview

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Appendix 2.1 Interview template

This form should be used when recruiting new staff

Position title: _____

Date: _____

Time interview started _____ Time interview finished _____

Rating scale (where marks are out of 10)

1-2 Not acceptable 3-4 Poor 5-6 Fair 7-8 Good 9-10 Excellent

CRITERION 1:	Notes		
SCORE			
CRITERION 2:	Notes		
SCORE			
CRITERION 3:	Notes		
SCORE			
Insert additional criterion here:			
Panel member's name _____ Date _____			
Panel member's signature _____			
FINAL POSITION OF CANDIDATES			
Candidate no.	Total panel member marks	Position	Comments

Appendix 2.2 Induction training checklist

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This checklist should be used when a new member of staff joins the MA

EMPLOYEE NAME:		START DATE:	
INDUCTION TOPICS	PERSON RESPONSIBLE	DATE COMPLETED	COMMENTS OR FOLLOW UP ACTIONS
Introduction to the organisation - FA history - Overview of current activity - Overview of strategic plan - Org chart			
Introduction to the role - Job description - KPIs - Standards expected			
Dress code			
Breaks			
Employee handbook and company policies - Holidays - Sick pay - Lateness - 1:1s, performance assessments - Use of social media on work time - Use of company phones and computers - Equal opportunities			
Training and development			
Accident reporting			
Emergency procedures, fire alarms,			
Location of the toilets			
Introduction to other staff members			

Signed by
Manager

Date _____

Signed by
Staff member

Date _____

Appendix 2.3 Staff handbook checklist

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This checklist outlines the key areas covered in a Staff Handbook



- Introduction
- Working hours
- Pay and review, medical plans and benefits for staff; if applicable
- Driving in the course of your duties
- Processing of personal data
- Holidays
- Sickness
- Access to medical reports
- Staff benefits
- Pregnancy, maternity and paternity rights
- Other absence (bereavement etc)
- Statutory time off
- Expenses
- Cash and money handling
- Conflicts of Interest
- Public interest disclosure (whistleblowing)
- Computers and data protection
- Usage of the internet, social media and email during and outside working hours
- Mobile telephones
- Alcohol and substance abuse
- Grievance procedure
- Equal opportunities policy (including valuing diversity/ inclusion and dignity at work)
- Positive work environment policy
- Procedure for dealing with complaints of harassment or bullying
- Health and safety
- Smoke-free workplace policy
- Dress code
- Rules and procedures
- Disciplinary and dismissal procedure
- Appeal procedure
- Redundancy policy
- Termination of employment

Appendix 2.4

Job description and personnel specification template

Job title:

Reporting to:

Job purpose:

The post holder will be responsible for...

Main duties and responsibilities:

- Insert key information on the job roles here

Insert standard duties such as:

- Adhere to procedures relating to health and safety, and quality management.
- Actively support at all times company policies and best practice in the area of security with particular emphasis on the protection of sensitive customer information. The person will make sure they are aware and enforce the necessary data protection policy within their daily duties.
- Ensure full awareness of the need to safeguard sensitive customer information at all times, so that customers and the general public perceive the association to be a trustworthy brand.
- Any other reasonable duties as delegated by the Head of Department.

Personnel specification:

In order to fulfil the responsibilities outlined in the job description the person appointed will be able to demonstrate the following qualities, skills, knowledge and understanding.

Experience:

- At least x years' experience working in a specific environment e.g. commercial
- Experience in delivering and achieving xxxxx
- The ability to work under pressure and to tight deadlines
- Planning, organising and managing projects
- etc.

Desirable:

- At least x years' experience at middle management level in a comparable environment

Skills in:

- Financial awareness
- Delivering results
- Creative thinking and innovation
- Dealing with the media
- Project management
- Problem-solving and decision-making
- Effective communications and relationship-building

Knowledge and Understanding of:

- Customer focus
- Commercial and business activities
- Performance and results
- Continuous improvement and management of change
- Teamwork

Educational qualification:

Educated to degree standard or equivalent professional qualification is desirable but not essential.

Appendix 2.5 Department and staff objectives template

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This form should be used for individual staff members. Clear and measurable objectives or KPIs must be defined. These objectives can be reviewed during one-to-ones or annual appraisals. It is important to state the department objectives together with the individual staff member objectives.

Staff objectives				
Name:				
Date:				
Department objectives				
Key Objectives (4 or 5 objectives containing a SPECIFIC ACTION statement, a separate MEASURE and TIMESCALE)		Target	Deadline	Achieved (Y/N)
1)				
2)				
3)				
4)				
5)				
Personal objectives				
Key objectives (4 or 5 objectives containing a SPECIFIC ACTION statement, a separate MEASURE and TIMESCALE)		Target	Deadline	Achieved (Y/N)
1)				
2)				
3)				
4)				
5)				

Individual Signature / Date _____

Line Manager Signature / Date _____

Appendix 2.6

One-to-one template

This form should be used with staff members on a monthly or quarterly basis. The information here should form part of the annual staff appraisal which is to be held a minimum of once per year.

Name of staff member: _____

Date of review: _____

Date of next one-to-one meeting: _____

1. Discussion agenda: (send to staff member in advance of the meeting)

2. Review of targets and objectives:

Role target and objective	Result	Comments

3. Review of personal capabilities

Capability/skill	Current rating (VP,P,A,G,E)*	Target rating (VP,P,A,G,E)*	Evidence

4. Action points following the one-to-one session(s)

Action point no.	Action	Owner	Date completion due	Actual completion date

Signed Line Manager: _____

Date: _____

Signed Direct Manager: _____

Date: _____

5. Individual comments on one-to one

*Ratings. VP = very poor, P = poor, A= average, G = good, E = excellent

Appendix 2.7 Staff poor performance appraisal template

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This form should be used only in the situation of poor performance of a staff member.

POOR PERFORMANCE – RECORDED MEETING			
Date of meeting: _____		Name of staff member: _____	
Specify the performance problems identified (manager to complete with evidence)			
Standard required (manager to complete)			
Detail where improvement is needed	Timescale for improvement to be made	Review date	Support required for staff member in order to meet improvement (i.e. training, mentoring, etc.)

Signature of staff member: _____

Date: _____

Line manager signature: _____

Date: _____

Appendix 2.8

Annual staff appraisal template

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This form should be used for annual staff reviews. The annual review is a look back at the full year just past. Information from the monthly or quarterly one-to-ones should feed into this document.

STAFF APPRAISAL FORM	
(This form should be completed by the employee and provided to the manager prior to the appraisal)	
Name: _____	
Date: _____	
This form is to help you and your manager prepare for the appraisal discussion. The questions are intended as prompts to assist you in reviewing your own performance and development and to provide a structure for the appraisal discussion. You may find that not all questions are relevant to you, or there may be other areas which you would like to highlight, if so, please feel free to amend this form to suit your own needs.	
Do you have an up-to-date job description?	Yes / No
Are you clear about the purpose of your job, its contribution to team/departmental objectives and the results expected of you?	Yes / No
To what extent have you achieved your agreed objectives?	
Were there any obstacles outside your own control which prevented you from performing effectively? Detail any difficulties you have in performing your duties.	
How have you contributed to the success of the team and the organisation as a whole?	
What work-related objectives would you like to achieve in the year ahead and how do you plan to achieve them?	
What action could be taken by you to improve your performance & development in your current role?	
What action or support do you need from me as your manager?	

STAFF APPRAISAL FORM: REVIEW MEETING

Name: _____

Review year: _____

Key annual objectives (last year)	Measure of success/target (last year) Outcome required to achieve each objective	Final/end-of-year review Have objectives been achieved? If not, why not? If yes, celebrate.

Final review summary contents:

Signed by employee: _____

Signed by manager: _____

Date: _____

Date of next review: _____

OVERALL RATING OF PERFORMANCE AT END-OF-YEAR REVIEW

	RATING	Tick the box that applies
5	Exceeding all objectives / Outstanding performance in all aspects or work	
4	Exceeding some objectives / Exceeding performance in some areas	
3	Achieving all objectives / Satisfactory performance	
2	Some objectives met / Performance improvement required	
1	Key objectives not met / Unsatisfactory performance	
<p>Is the performance of the individual acceptable or below standard (Y/N)? If the performance is below standard, what actions are you going to implement to improve performance?</p> <p>1.)</p> <p>2.)</p> <p>3.)</p> <p>4.)</p>		
CORE VALUES AND BEHAVIOURS		Tick those that are regularly demonstrated

Appendix 2.9 Personal training and development plan

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(To be completed by the employee and agreed with their manager during annual appraisal session)

Name: _____

Position: _____

Date: _____

What do I need to learn/improve?	What resources/support will I need? (incl. training courses, resources mentoring etc.)	What will success look like?	Target dates for review and completion
1.			
2.			
3.			

Appendix 2.10 Internal communications plan example

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Internal communications activity	Key focus	Owner	Date to action communication	Completed Y/N
Monthly team meetings	Discuss key areas that are affecting the MA, update on finance, update on key projects, update on marketing activity, update on competitions, update on technical programmes			
Weekly touch-base meetings (15 mins max)	What are staff up to this week? Key actions to complete this week			
One-to-ones	Review performance, review KPIs, review training requirements			
Staff Whatsapp group	Daily updates. For quick messages			
Meeting with the various football stakeholders i.e. clubs, coaches, players, regional associations	Discuss issues & gain feedback. Discuss what the MA has been doing during the year			
Annual staff conference	Review of the year gone KPI's for the year ahead Reward and recognise staff			
Email	Staff to be cc'd on specific email.			
Other				

Appendix 2.11 Volunteer policy

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Key areas to cover

- Introduction to the organisation and why volunteers are involved
- Vision and mission for volunteering
- The role of staff in delivering volunteering
- Volunteer roles required
- Matching the right volunteers to the right roles
- Equality, diversity and inclusion
- Positive induction and training
- Health & safety and insurance
- Expenses
- Saying thank you
- Managing challenging situations
- Confidentiality
- Photography
- Social media
- Endings
- Review

Appendix 2.12 Volunteer code of conduct

As a volunteer with (insert association name), We require you to:

- Comply with our safeguarding policy and procedures
- Report any concerns or allegations to your line manager within the association
- Consider how you behave and act when representing the association
- Respect your position of trust
- Put the safety of people (especially children) as a top priority
- Ensure any football equipment that you use is 'fit for purpose'
- Respect everyone's culture and background regardless of their race, gender, sexual orientation or ability
- Not post content on the internet (online forums, social media platforms, etc.) that may bring the association into disrepute
- Not be aggressive or display abusive or bullying behaviour
- Help to make our various events and activities welcoming to everyone
- Read the various policies and procedures from the association such as fire evacuation, health and safety at work, volunteering times, etc.

Signature of volunteer: _____

Date: _____

Signature of line manager at the association: _____

Date: _____

Appendix 2.13 Key policies to be introduced at an MA

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Policy	In place currently at the MA (Y/N)?
Recruitment	
Grievance	
Retirement	
Discipline	
Code of conduct	
Equal opportunities policy	
Data protection	
Risk register	
Anti-Match-Fixing	
Staff handbook	
Fraud and corruption	
Holiday and sick entitlement	
Health and safety	
Financial procedures	
Data protection	
Internet, email and social media	
Travel	
Decision-Making Authority	
Volunteering policy	
Internal comms (team meetings etc.)	
Child protection & safeguarding policy	

Appendix 2.14 Health and safety risk assessment template

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Association name:				Date assessment carried out:		
Assessment carried out by:				Date for next review:		
What are the hazards/risks?	Who might be harmed or at risk?	What are you already doing?	What further action is required?	Who needs to carry out the action?	When is the action needed by?	Completed (Y/N)

Appendix 2.15

Financial policies and procedures checklist

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Accounting policies

- Revenue recognition
- Cost recognition
- Fixed assets and depreciation
- Investments
- Grants
- Lease agreements
- Foreign exchange

Record-keeping and data security

- Purchasing
- Quotations and tenders
- Delegated Financial Authority Policy and Procedures
- Cost control
- Purchase orders
- Supplier invoices
- Customer invoices
- Payments process

Income

- Contracts
- Government grants
- Credit control
- Payment terms

Cash management

- Opening/closing of bank accounts & direct debits
- Cash/cheque receipts and lodgements
- Bank transfers & bankline payments
- Ticket income
- Petty cash
- Floats
- Bank reconciliations
- VAT reconciliation

Expenses

- Payroll
- Staff expenses
- Corporate credit cards
- General travel considerations
- Travel policies
- Other travel
- Subsistence
- Board remuneration and expenses

Budgets

- Budget Policy
- Overview of the budget procedure
- System-based procedures re: forecasting

Month-and year-end procedures

- Month-end procedures
- Year-end procedures

Safeguarding of assets

- Security of premises/assets within

Chart of accounts

- Listing of current directors

Fraud and whistleblowing

- Fraud policy
- Whistleblowing

This handbook has been produced to assist our General Secretaries not only to improve the leadership and management within our Member Associations but also to develop you as the senior administrator.

Now that you have been equipped with the foundations of your role, it's over to you to improve your skills and knowledge, manage your stakeholders and lead your staff.



Conduct the 360 skills review with your peers



Introduce one-to-ones, Job descriptions and KPIs for all staff members



Develop a training plan based on your 360 skills review



Provide quality training for your staff



Improve communications within the organisation. Hold weekly staff meetings with your direct reports



Ensure the policies and procedures outlined in this handbook have been developed and implemented in the MA



Introduce performance management system



Identify all your stakeholders. Develop relationships with each stakeholder by meeting them on a regular basis

CAF is here to support you and our Member Association.

Notes

Notes

Notes

CAF[®]

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