

Memo

Confidential

To: Salem Omar
From: General Secretary
Date: October 12th, 2023
Re: Handover Notes

Salem

I am pleased to hear that you are replacing me whilst I undertake treatment. I know you will do an exceptional job and cope well with the challenges that come your way.

Please treat this memo as entirely confidential. Here are, if you like, the big ten! I think it's important that you are fully in the picture. It took me years to work out how to get things done and what appears to be in place and working well often isn't!

1. Working with the President
2. Executive Committee
3. Heads of Departments
4. New appointments
5. Issues which are unresolved
6. Budget Decisions
7. Sources of Funding
8. FIFA Talent Development Scheme funding
9. Links with Professional Clubs
10. Regional Centres of Excellence

Working with the President

The President is an educated man like yourself. I think you will get along as you are both experienced in working in sports administration. He can be difficult and once his mind is made up, he expects you to act quickly. He is an excellent leader in many ways but chooses to surround himself with 'advisors' some of whom are motivated by self-interest. The decision on Regional Centres of Excellence was, in my view, rushed because some of his 'advisors' had interests in developing the sites. Be sure to get close to the President. Keep him in the picture with regular updates.

Executive Committee

The Executive Committee are a mixed group of individuals some of whom have been elected onto the committee and others are there as representatives of either a region, a function within the FFG, a league or a special interest such as the professional clubs and so on. Some powerful sponsors also sit on the committee. My experience is that with this President they are likely to follow his lead. He will want to direct the agenda and will want you to work with him to make sure that decisions get through. This happens most of the time. There isn't much debate. The other really big issue with the Executive Committee is that there is only one woman. It would be fair to say that this is a problem which has gone on too long. We make noises about girls' and women's participation but there's no voice on the executive.

Heads of Departments.

The Heads of Departments are a very good group of people to work with. They are keen to get things done. The problems they encounter have been mostly out in the regions. Maybe more centralised control over the new Regional Centres of Excellence will help this. I know that Hadir our Head of Coaching has struggled to get some of his C licence courses up and running because of poor administration.

New appointments

The previous Head of Youth Mojiz Benali was sacked by the President. I think he was too open in his arguments in favour of an academy system based in the professional clubs. His successor Pascal Duval looks a good appointment and has a wider role. The new role as Head of Elite Talent allows him to work with all the national teams as well as each of the three Regional Centres of Excellence.

Issues which are unresolved

- Women's and Girls football – in reality, not being given the priority it needs nationally or regionally.

- Actioning the NPDP – the Golden Goal National Player Development Pathway is not being delivered partly because we have not had a Head of Department in post but also because the people in the Regional Centres of Excellence aren't up to it!
- In every department, excepting the Performance Directorate, there are unspent budgets. The men's teams overspend. Everyone else seems to hold on to money.
- Talent Development Scheme – not fulfilling the FIFA delivery criteria as we have wrapped it into the Regional Centres of Excellence.
- Lack of competitive football – Edison our Technical Director is strongly of the view we are not allowing our young talent to play enough competitive football. Fixtures are too infrequent and the opposition not good enough. Not sure how we help but it may need a boost in funding. Talk to him.

Budget Decisions

The accounts for the last financial year have been submitted and approved. There is a finance plan in place for the next year on file. Work on the three-year projections is under way.

Sources of Funding

Huawei look like they are going to commit to supporting the IT infrastructure project. There is a meeting scheduled for next month to look at project costs. Get on top of this one. I'll send on the files. Other than Huawei there is an opportunity to work with Operations to find sponsors for each of the three Centres of Excellence. They are very optimistic that Air Gratifacio will come in on a two-year package.

FIFA Talent Development Scheme funding

This money has to be ring fenced. It's a big deal for us! The Regions haven't grasped that it has to be spent on the National Player Pathway and only items which are in the National Strategy Document. They can't spend the money on carpeting, renting offices or replacing floodlights like they have tried to do in Hassan!

Links with Professional Clubs

I'm told by Hadir that the links with our professional clubs are at a low. They are very powerful and not sufficiently invested in our national game. There are 7 Gratifacio Ligue Professionnelle 1 clubs in Alamy, 4 in Hassan and 3 in Koury. Hadir believes we should have some of our national coaches more involved in these clubs building relationships.

Regional Centres of Excellence

The Presidents dream of driving the National Player Pathway through the regions is proving very hard to deliver. This is a major headache as so much else depends on getting what happens in the regions right. I understand the President plans to work with you on getting help to sort this. It was maybe too much to expect the people in the regions to be able to organise themselves and take on these responsibilities overnight. I hope you can get on top of it soon. I will send you what I have regarding the minutes of their meetings.

Thanks,

Mr Adan Kassis

Memo

To: Adan Kassis
From: Salem Omar
Date: October 13th, 2023
Re: Handover

Adan

This is really helpful thank you. I genuinely appreciate your support. I hope you have a full and a speedy recovery.

The President is concerned that the work put into appointing a Head of Elite Talent, developing a Scouting Network, introducing a Player Pathway, and setting up Regional Centres of Excellence is being undermined by the local committees. He's asked me to sort it out. The latest minutes would be useful. Can you send them please?

I've also followed his guidance and set up a tender document for an outside agency to work with us. I wondered if, as a last favour, you'd look at it for me. Let me know and I can send it over.

Many thanks
Salem
Salem Omar, Acting General Secretary, Gratifacio FF