

REFORMING GHANA FOOTBALL



CANDIDATE HOPEFUL FOR THE GFA PRESIDENCY

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Statement From Campaign Manager

There are lots of reasons for which we have to choose Mr. Wilfred Kwaku Osei (alias Palmer) to lead the GFA and propel Ghana Football to the desired heights.

Mr. Kwaku Osei has gained the requisite experience through his participation in grassroots football development, where he started his career, resulting in the nurturing of many young talents who featured in the various national teams.

He has also handled clubs at the Premier, First and Second Division levels and therefore gone through the mill considering that he was appointed into various positions at the Management and the Executive Committees of the GFA.

His Performance as the Chairman of the Finance Committee of the GFA, a position he held for a very long time, is par excellent.

If persons are being given the opportunity to lead Ghana Football, Mr. Wilfred Kwaku Osei should be the best person to be given the mantle, considering the yeoman's role he played which ensured that the GFA was not liquidated.

Palmer has all the attributes of a great Leader and should therefore be given the nod to lead Ghana Football.



John Frederick Mensah has been the Board Member/Board Secretary of Cape Coast Dwarfs F/C since 1984 and was thus honoured by SWAG for his dedication and valour during their Awards Nite Ceremony in the year 2014.

He was elected as an Executive Member of the Ghana Football Association in the year 2015. Prior to his election, he had served as a Member of the Ghana Premier League from 2006 to 2015 and a Member of the Players Status Committee from 2015 to 2016. By virtue of his election as an Executive Committee Member, he was appointed to serve as the Vice Chairman of the Board of Directors of the Ghanaman Soccer Centre of Excellence at Prampram and a Member of the Starlets Management Team for the first two (2) years of his membership. Thereafter, J.F was appointed the Chairman of the Finance Committee of the GFA and the Vice Chairman of both the Meteors Management Committee, the Public Interest Committee and once again, the Ghanaman Soccer Centre of Excellence at Prampram.

J.F. Mensah
Manager, Team Palmer

Working Together For Football, For All

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Executive Summary

Empirical evidence highlighting structural defects in the development of football in Ghana prior to Anas expose #12 which culminated into the Cape Coast summit where previous executive committee made proposals in an attempt to resuscitate the development of football in the country.

The Dr. Kofi Amoah led Normalization Committee as defined by article 8:2 of the FIFA Statutes were tasked with specific terms of references which have been pursued but for elections yet to be conducted to put finality to the transitional period after redrafting the statutes of GFA.

It is our considered opinion that there is an urgent need for monumental reforms to deal with the structural defects envisaged in the running of football in the country. These reforms are operational, administrative, procedural and systemic to the extent that any meaningful level of progression could only be achieved after embarkation of such reforms.

There is a pragmatic structured pathway in our youth development policies from age 6 to 20 with a defined style of play of national character in focus to sustain football as the number one sport in Ghana. Refereeing, coaching, club licensing regime, medicine and nutrition would be comprehensively pursued to develop Ghana football.

Governance and administration would reconstruct the political and administrative organogram of the GFA capable of institutionalizing systems and procedures that are manned efficiently by competent human resource imbued with the tenets of corporate governance and deepening the decentralization processes of rendering regional and district football associations functional. We are advocating for a system where there would be two Vice Presidents assisting the GFA President.

Domestic competitions must be structured, managed and funded efficiently to make players within our domestic leagues globally competitive. Premier league would assume autonomous status whereas the 18-club national First Division(NFD) league to take national character. Other clubs who could not make it into the NFD would constitute the four zonal league of twelve clubs in each zone. The regional leagues would consist of 48 clubs that would engage in play offs with other regions for a possible place into the zonal leagues whereas district leagues should not exceed 18 clubs in each districts for the leagues to be efficiently managed through logistical support. In all these leagues, 4 clubs would be promoted and demoted within the respective leagues.

Ghana would build formidable respective teams with a well-defined style of play to win laurels in international competitions. Basic infrastructure would be provided through legacy projects with Professional Footballers Association of Ghana (PFAG) for the construction of pitches at the respective communities. Futsal would develop five aside pitches within communities to promote the game at schools and colleges level.

Functional offices across the regions would be provided to facilitate correspondence with the general secretariat. All competition venues would be upgraded and equipped with modern gadgets and technology.

Government would be impressed upon to bid for the hosting rights to international competitions in our quest to develop basic infrastructure for sporting activities. Commercialization is pivotal in business development with programs and activities capable of generating the income stream enough to service recurrent and capital expenditure.

Football is generally fan centric and for that matter economically viable activities revolving around the support base would be deployed with the needed commercial orientation. Hospitality events, ticketing department, business development, strategy and innovations departments capable of building the commercial foundation needed to propel the GFA to the next level.

Financial resources would apply innovative and creative ways to raise funds, utilize funds and manage the treasury of GFA to meet recurrent, current commitments and obligations. This would involve sources of funds from FIFA forward, gate proceeds, merchandizing, sale of broadcast right, sale of marketing rights, solidarity, training and compensation clearing house and digital hub that are estimated at US\$ 90.3 (Ninety million, three hundred thousand US Dollars).

This would be disbursed to develop legacy projects, infrastructure, recurrent expenditure, governance and administration, capacity building, ultra modern hospital, domestic and international competitions with expenditure pegged at US\$85.8 (Eighty five million, eight hundred thousand United States Dollars). Safety and security would have to be tailor measured to suit our current circumstances. We need to reclassify the risk profile of the respective matches to gather a lot of intelligence on matches and match venues. There should be collaboration with police officers to examine traffic congestion within the precincts of the stadium and outside the stadium to facilitate movement of vehicular and human traffic prior to matches and after matches. Trained stewards could be used for some matches with low risk profile. Ticketing department would be used to ensure that the required maximum of fans do attend matches. Having been able to deal with these reforms that are administrative, systemic, procedural and operational in nature, football would have to be re-regulated to back the initiated reforms through congressional approval. The reform implementation processes would consider retreats aimed at bringing "football people" together to own this policy document to allow for bottom up approach in resolving structural defects identified.

Capability Statement



WILFRED KWAKU OSEI

Wilfred graduated from the University of Cape Coast with a Bachelor of Commerce Degree (First Class) Summa Cum Laude and a Diploma in Education from the same University. He proceeded to the University of Ghana Business School where he obtained a Master of Business Administration (Finance option).

Wilfred Kwaku Osei is an investment banker with a global outlook on the origination, processing and execution of trade, corporate and structured finance deals. Wilfred, together with other consultants and associates, managed a loan portfolio of about US\$90 Million on behalf of UPS Credit while with Capital Alliance in 2000 after a professional stint with NDK Financial Services between 1998 and 2000. He was seconded to the Lagos office to develop business concepts to originate, process and execute deals on behalf of UPS Credit in a joint venture arrangement with SECTRUST-Nigeria. In 2002, Wilfred Kwaku Osei founded and managed Firstcall Financial Advisory Group to engage in Investment Advisory, Corporate Finance, Structured Finance and Business Development. He is currently the Executive Board Chairman of Wilfred @ Finance that acquired the assets and liabilities of First-call Financial Advisory Group in 2016. Wilfred has originated, processed and executed structured finance deals valued in excess of \$75 million in Ghana, Nigeria, Mali, Benin, Cameroon, Burkina Faso and Cote D'Ivoire.

From 1993-1996, Wilfred taught on a part-time basis at St. Augustine's College, Cape Coast. He handled courses in Business Management and Accountancy at both the GCE Advanced and SSCE levels. Wilfred guided the soccer team of St. Augustine's College as a coach on three (3) consecutive appearances at the National Milo Schools and Colleges Championship, as well as the maiden Milo Championship. The legendary Michael Essien, Mathew Amoah and Anthony Obodai all of Black Stars fame were products of his team. From 2000 to 2002, he lectured on a part-time basis at the Central University College in courses on Management Accounting, Investment Fundamentals, Quantitative Techniques, Financial Reporting Strategy, Computer Applications in Finance and Production Management from 2000 to 2002.



In May 2005, Wilfred founded Tema Youth Football Club, a league side based in Tema that has carved a niche for Youth Development. Wilfred was a member of the Executive Committee of the Ghana Football Association from 2011 till its dissolution in 2018. He served in various capacities as the Chairman and the Vice of the Management Committee for the senior national team, the Black Stars from 2015 to 2018, Chairman of the Finance Committee of GFA from 2012 to 2018. From 2012 to 2014, he served as the Vice-Chairman of the Management Committee of the Ghana National U-17 team, the Black Starlets and also served as the Chairman of the successful National Under-20 Men's team that won Bronze in the African Youth Championship and also qualified the team for the FIFA World Youth Championship in New Zealand in, 2015.

Wilfred is an ardent and firm believer in the rules of equity, fairness and justice. In 2016 he demonstrated this belief through the celebrated case of Tema Youth Sporting Club Limited v Ghana Football Association at the Court of Arbitration for Sports (CAS). This case expanded the frontiers of legal advocacy and rights of Clubs and brought judicial sanity to the administration of justice at the GFA. In 2018, Wilfred demonstrated situational leadership in the aftermath of the Anas Exposé when he vehemently stood against the dissolution of the Ghana Football Association but accepted the need for the reformation processes at the Football Association. These salient qualities demonstrated by Wilfred have endeared him to the rank and file that regard him as the obvious choice for the position of President of the Ghana Football Association. As a football philanthropist, Wilfred has sponsored a lot of football competitions, events and activities.

As I vouch for my candidacy for the position of the GFA President in this challenging football environment, my strongest desire is to team up with other professionals within the football industry to implement development-oriented reform. A comprehensive approach to reform and deepen the decentralization process to instil credibility, integrity, accountability, diversity and transparency into the body politics of football capable of enhancing the image of Ghana football domestically and globally. A modest strategy to create a laissez-faire environment to encourage a bottom-up approach to governance.

1.0.0



**Key
Performance
Indicators**



Unlike in Europe and Latin America, where Football is a noble investment with many clubs having assets worth millions of dollars, football in Ghana seem to be regarded as public entertainment.

There is no private initiative due to the lack of tax rebate incentives, which constitute an inhibiting factor for enhancing football development and promotion as a business.

Football has turned into a strong business industry in today's changing world, and has become a big economic sector. This qualitative change and development has created an economy of its own, and led, with the help of globalization, to the emergence of what I call the Sports Industry.

In this process, football clubs play an important role as economic units. Football clubs are under pressure to follow contemporary management rules. The only way for football clubs to have sound economies and sound management is to become institutionalized and to manage the future and the competition by taking strategic action.

Football has a great social impact and is loved by the great masses.

The development and revitalisation of football will improve the physical condition of the Ghanaian people, enrich the cultural life, promote the spirit of patriotism and collectivism, cultivate sports culture, and develop the sports industry. This has a great significance for the realisation of the dream of becoming a powerful football nation.

Ghana football has already achieved good results in Africa and the world at large. Previous reforms were effective to some extent, but the insufficient appreciation of football, ignorance about the rules and the eagerness for quick success led to negative results. The organisation and management system was underdeveloped.

Furthermore, the neglect of the very rules governing the game and the proper implementation of the Club Licensing System led to the weakness for the development of football. The development and competition of the industry have been disturbed and the sporting success has been declining.

In comparison to the rapid development of world football, and African football, our football is lagging behind in all aspects. The revitalisation of football is an indispensable prerequisite for the construction of a powerful sports nation. Football is a beacon of hope for the masses.



The primary key performance indicators for “Reforming Ghana Football” would be as follows:

1. To develop and reconstruct the organogram of GFA with versatility in structure, systems, procedures and the human resource base that would imbibe the tenets of corporate governance to nurture GFA into a globally competitive brand.
2. To deepen the decentralization processes with the expected level of connectivity and linkages to turnaround the RFAs and DFAs into functional points to facilitate the development of football at the grassroots.
3. To build the respective national teams into formidable brands that are commercially viable to create the financial independence needed for the GFA to wean itself from governmental support and to participate fully and eventually rationalize resources into other sector of sports to ensure total growth. Internationally recognized competitions sanctioned by FIFA, CAF and WAFU.
4. To establish a refereeing department that would jointly work with referees Committee to instil credibility and integrity into the development of the game of football to reduce the level of corruption through early warning signals.
5. To sanitize the judicial and adjudicating procedures at the GFA to merit fairness and equity in decisions and arbitration processes.
6. To review the structure, management and funding of domestic competitions into commercially viable projects to bring excitement and delight into the respective competitions to which the GFA holds the franchise.
7. To develop and establish modern infrastructure at competition centers to improve the standard of football across all geographical areas of the country.
8. To develop a pragmatic youth development pathways capable of unearthing undervalued talents from the district levels to the regional and national levels to render these footballers globally competitive.
9. To achieve incident-free matches at venues through safety and security measures comprehensively tailor-measured to revolve around precautionary measures rather than reactive.
10. Financial innovations that are creative enough to provide the income stream needed to smoothen the operations of GFA to make it financially independent.
11. To appeal to Government for tax rebate for potential sponsors of the GFA.
12. To appeal to Government to reduce the 17.5% Tax deduction on gate proceeds.
13. Strengthen the GFA's Public Relations/Communications practice for effective engagement with stakeholders including sponsors, the media and the general public
14. To establish a regulatory framework with the potency of developing content that adheres to global standards particularly in references to FIFA, CAF and WAFU regulations devoid of ambiguities and conflicts with existing laws.



15. To establish the President's Office to act as a tipping point and bring to bear innovations and business strategies capable of changing the face of Ghana football and turn it into a corporate brand. The game must gradually have imbibed modern trends of hospitality and Business Development aspect to create social products that are interactive and iterative.

16. To reconstruct the political organogram of the GFA to ensure that absolute executive and political powers do not rest with the presidency in functioning capacity and political capacity, to act as checks and balances in the system.

17. Establish Reforms Implementation Department with oversight responsibilities of monitoring and evaluation of this blueprint to ensure that milestones set are met and comparative analysis are made to initiate corrective measures at determined intervals.

18. Regular gathering and monitoring of stakeholders' feedback.

19. Stakeholder complaints procedure to be introduced to collate comments to elicit views from diverse perspectives.

20. Capacity building through seminars and, workshops for all executives and employees to upgrade the level of progression through training and development.

21. Regular audit of our internal processes to ensure compliance of the policy directions of GFA

22. Measurable quality objectives which are achievable within the planning horizon.

23. Consistent management reviews of audit results, stakeholders' feedback and complaints

24. A uniformed national system for growth and development for players into the national team.

25. An objective and transparent method of selection of players into the national teams.

26. The establishment of a national football culture.



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PILLARS OF THE NEW GFA

2.0.0

My administration would focus on a comprehensive approach to football development that is player-oriented. This would involve a structured pathway to identify, recruit and train exceptional young talents in skills and technique development to achieve competitive successes globally.

DEVELOPMENT



2.1.0 Situational Analysis

Ghana is naturally endowed with exceptional footballers. The youth development program of Ghana has chalked remarkable successes in the past with laurels at the FIFA U-17 World Cup level when the Black Starlets won in 1991 and 1995. The Black Satellites also won the FIFA World Youth Championship in Cairo, Egypt in 2009. The competences exhibited at the global level amply demonstrate the developmental processes put in place to achieve global competitiveness within the planning horizon.

Despite the successes at this level of youth development, we are saddled with the following challenges:

- Unstructured pathway in youth development as pragmatic policies are not developed to ensure a logical conclusion to the developmental process.
- Talent identification process tainted with bias selection through the policy of "exclusion" by some technical men as players are selected not on merit.
- Inadequate funds to pursue the developmental programs of GFA. This tends to affect the technical programs of development coaches.
- Lack of competent scouts to identify quality players
- Training regime of some coaches does not adhere to any structured patterns with complete disregard to the methodology that is proven and reliable.
- Unscientific approach to the development of players as a result of the non-application of science and technology in the developmental process.
- Age cheating and alterations of biodata of players to the detriment of player development.
- Individual qualities/strengths are not considered in the development of players at the youth stage leading to wholesale development is the order of the day without developing individuals on the strength of their technical competences.
- There is no identifiable style of play that runs through our youth programs to enable players to fit into cohesive pattern of play that is akin to the national teams at different levels.
- Low standard of refereeing in the country as most of these referees have challenges with their interpretative abilities and their discretionary powers used to the advantage of opposing teams.
- Lack of ethical standards in refereeing as most referees' decisions are tainted with biasedness that does not auger well for the development of football in Ghana.
- Most players developed are socially unaware of their environment and are not challenged under the circumstances to aspire to greater heights in their careers.

2.1.1 Player Development

Team Palmer intends to rollout comprehensive player development policy aimed at fundamentally establishing structured pathway to develop football at the grassroots (colts) level. This would be tailor-measured systematically to develop the physical, psychological and the cognitive skills of the players to sustain football as the passion of the nation and prioritize sports in Ghana. This pragmatic policy direction is to entrench football in the socio-economic fibre of Ghanaians by churning out consistent performances at the youth levels to build formidable national teams to compete globally.



We are mindful of the fact that sports in the country is very competitive and conscious efforts would be made to target kids at the growing age of six (6) to ten (10) years. At this stage of development, both male and females would be within the school-going age category. Logistical support in the form of kits and equipment would be supplied at districts and municipal level to make football development all-encompassing as community involvement is key to ensure that various strategic stakeholders are brought on board to develop the player. Logistical supplies, as well as pitches would be well-demarcated to facilitate the formulation of 5-a-side games with "case-5" balls on smaller pitches to be constructed through partnership with other Football Federations and Confederations.

From age eleven (11) to fifteen (15), players would play in district and regional colts and academy competitions capable of unearthing talent at this tender stage of their career under the instructions of development coaches with direct spending from the central coffers of GFA. It would be managed at the district and municipal levels. Within this time, exceptional players would be identified through scouting programs and recommended to form the nucleus of the U-17 national team for males and females. MRI scan would be conducted to authenticate the age eligibility of the players that would sanitize and bring credibility into the recruitment of players at this stage.

The successful candidates (players) would be put through an intensive football development program that is scientifically based to adhere to the tenets of modern football development as it pertains elsewhere in the world. The emphasis would be placed on medical, food and nutrition science to holistically develop a complete athlete. Mentoring and role modelling would be imbibed in conjunction with the Professional Footballers Association of Ghana (PFAG) to mould players to be socially aware of their status in society.

Between the ages of eighteen (18) to twenty (20) is the placement and professional stage where players would be assisted to sign contracts in their professional careers. There would be a desk created at the GFA in collaboration with the Professional Footballers Association of Ghana (PFAG) to assist players in having a standard player contract.

Monitoring and evaluation would be deepened to track these players in their level of progression and further advice is given as to their future. A strong database would be collated to provide the basis of future call ups into the respective national teams to avoid a haphazard approach to team building and embrace scientific basis in calling up players to constitute the respective national teams.

The essence of this is to progressively promote players who have played together consistently under a unique style of play and technical direction. This has been found to be pivotal in building formidable teams over a given period of time.





2.2.0 Coaching

Coaching as a critical component of football development cannot be overemphasized and as such, conscious efforts must be directed at the training regime and certification processes that would ensure that curriculum for the training of coaches would match international standard.

2.2.1 Certifications

GFA in conjunction with the University of Cape Coast, University of Education and other Universities and Institutions, would design a curriculum capable of training football coaches with the orientation of changing the landscape of Ghana football. High ethical standards would be set to dignify the institution of football coaching in the country.

Basic minimum requirements would be put in place to standardize the recruitment processes in the selection of coaches for licenses. Former footballers that played at the highest levels of their careers would be given exceptions to enter the certification processes and automatically be issued with license "C" certification but sit for the CAF License "B" together with graduates from the two aforementioned institutions.

2.2.2 Upgrading of Coaches

Since coaching is a continuous process, further steps would be taken to retool coaches in a manner to allow for the natural progression of these coaches. The following steps would be taken:

Developmental Coaches would be in charge of juvenile teams (colts) and academies at the district level of football development at the grassroots. The minimum requirements for qualifying as a development coach would be CAF License "C". Logistical support would be provided to equip these coaches with modern gadgets to imbibe in the youth with the rudiments of the game. Continuous assessment of coaches would be made to evaluate these coaches for future assignments and task.

2.2.3 Club Coaches

For Club Coaches charged with the task of managing teams that are engaged directly in the various competitions organized by GFA and its affiliates, seminars, conferences and workshops would be organized for technical evaluation of these coaches. At the elite level of competition, presentation and assessment of technical dispositions of the respective teams would be done. Peer reviewing method would also be applied in assessing the game. This would be deployed to ensure that the game is developed in all manner of levels of the respective competitions organized by the GFA. Some of these coaches would be deployed for a possible attachment to teams in advanced jurisdiction.

2.2.4 National Team Coaches

National Team Coaches for the respective national teams would be selected on merit as interviewing and placements would be conducted to ensure that coaches with the requisite qualifications would be recruited. This would be done across board through competitive interviews or headhunt or both methods could be deployed to hire these coaches. As part of the training regime, these coaches would be attached to national teams or elite club sides in Europe or Latin America.



2.3.0 Refereeing

The exposé by investigative journalist, Anas Aremeyaw Anas, titled Number 12, left in its trail credibility and the integrity crisis in this segment of our game and deeply disintegrated the social fibre of officiating in Ghana. Over 80 officiating officials were sighted for various malpractices that impugned the level of development of the game domestically. It even captured some foreign referees to amplify the fact that this is an African ordeal. There were structural defects as a welfare body, Referees Association of Ghana was used in the recruitment, training and grading of referees without tacit involvement of the GFA.

In line with the Regulations on the Organisation of Refereeing in FIFA Member Associations, a Refereeing Department would be established and headed by an expert with broad experience in the field of refereeing. The Department would be tasked with ensuring that the various ingredients needed to bring the best out of our referees are achieved. The referee's manager would automatically become the secretary to the Referees Committee of the GFA and work to ensure unbiased appointments of referees skewed towards a particular direction. IT assisted appointments would also be facilitated.

As part of Team Palmer's plans for refereeing, the following issues would also be put in place:

- Secure sponsorship for Referees to be kitted every season
- Identify a Transport Company both by land and by air to facilitate the transportation of referees to league centres. This means that referees would be required to travel with an identified transport company by the Football Association.

- Identify hotels and enter into partnership, which requires referees to be accommodated when on official duties. The habit of clubs providing accommodation for referees must cease.
- Facilitate the provision of dedicated internet for referees during matches by entering into a partnership with telecoms.
- Conduct periodic integrity test.
- Enter into partnership with other Member Associations and Confederations, especially UEFA in the training and retraining of referees.
- Various MOU's would be signed to properly equip referees in all facets of their endeavour.
- Identify students in various tertiary institutions and encourage them to enter into refereeing through collaboration with the various Sports Directorates at our schools
- Identify and put in place a panel of Referee Instructors and Assessors.
- A system would be put in place for the promotion and demotion of.
- A Referee Assessor panel would be put in place to analyze the performance of Referees.
- Carry out periodic medical test at a designated health facility. The GFA would enter into partnership with health facilities.
- The entry point for referees would be 15 years and the exit point would be 45 years.
- A minimum of WASSCE certificate with passes in English and Maths would be required before a referee is recruited.
- There would be a regular and prompt payment of referees indemnities.
- We would institute the Early Warning System to monitor betting on all GFA matches and competitions in order to prevent negative influences from betting and match manipulation.
- A reward scheme would be instituted for the referees who report issues of match manipulation.
- Annual refresher courses for referees in all categories.
- Programmes for talented and promising referees.
- Provision of communication gadgets at all League Centres.



2.4.0 Club Licensing

The regulations on Club Licensing are intended to regulate the Ghana Football Association's (GFA's) Premier and Division One League competitions as well as its representative clubs' participation in CAF Inter Clubs' competition within the framework of GFA club licensing system.

These are premised on the need to introduce good governance, financial stability and transparency in football club management. They are further meant to ensure a safe and secure football infrastructure, encourage sporting values, a commitment to youth education and development, and finally, to create a stable basis for future club competition in line with the objectives.

The future of Ghana Football rests largely with the proper implementation of the Club Licensing System. It is the desire of Team Palmer to ensure that all the requirements set out in the Licensing regime are adhered to.

The Licensing System would;

- Promote and continuously improve standards across all areas of football in Ghana
- Ensure that clubs have an adequate level of management and organisation;
- Adapt clubs' sporting infrastructure to provide players, spectators and media representatives with suitable, well-equipped and safe facilities;
- Protect the integrity and smooth running of GFA club competitions.

The full implementation of the Club Licensing System would improve standards and quality of sporting infrastructure, increase financial transparency and management with the introduction of overdue payables criteria.

Upon proper implementation in Ghana, it will be of benefit to clubs, players as well as fans.

For the clubs, Club Licensing will: -

- Professionalise football club management and administration of competitions.
- Promote financial viability and stability.
- Promote transparency in the finances, ownership and control of clubs.
- Safeguard the credibility and integrity of club competitions.
- Promote sporting values in accordance with the principles of fair play.

For players, Club Licensing Regulation will:

- Enhance youth development, including non-football education.
- Enhance transparency in the contractual/legal relations with clubs.
- Guarantee medical care.

For fans, Club Licensing Regulation will:

- Promote security in match environments and enhance match-day experience.
- Ensure attractive football competitions and brands.

The proper implementation of the club licensing system is a necessity if Ghanaian domestic football is to become the attractive and economically viable brand that it should be.



2.5.0 Medicine, Science & Nutrition

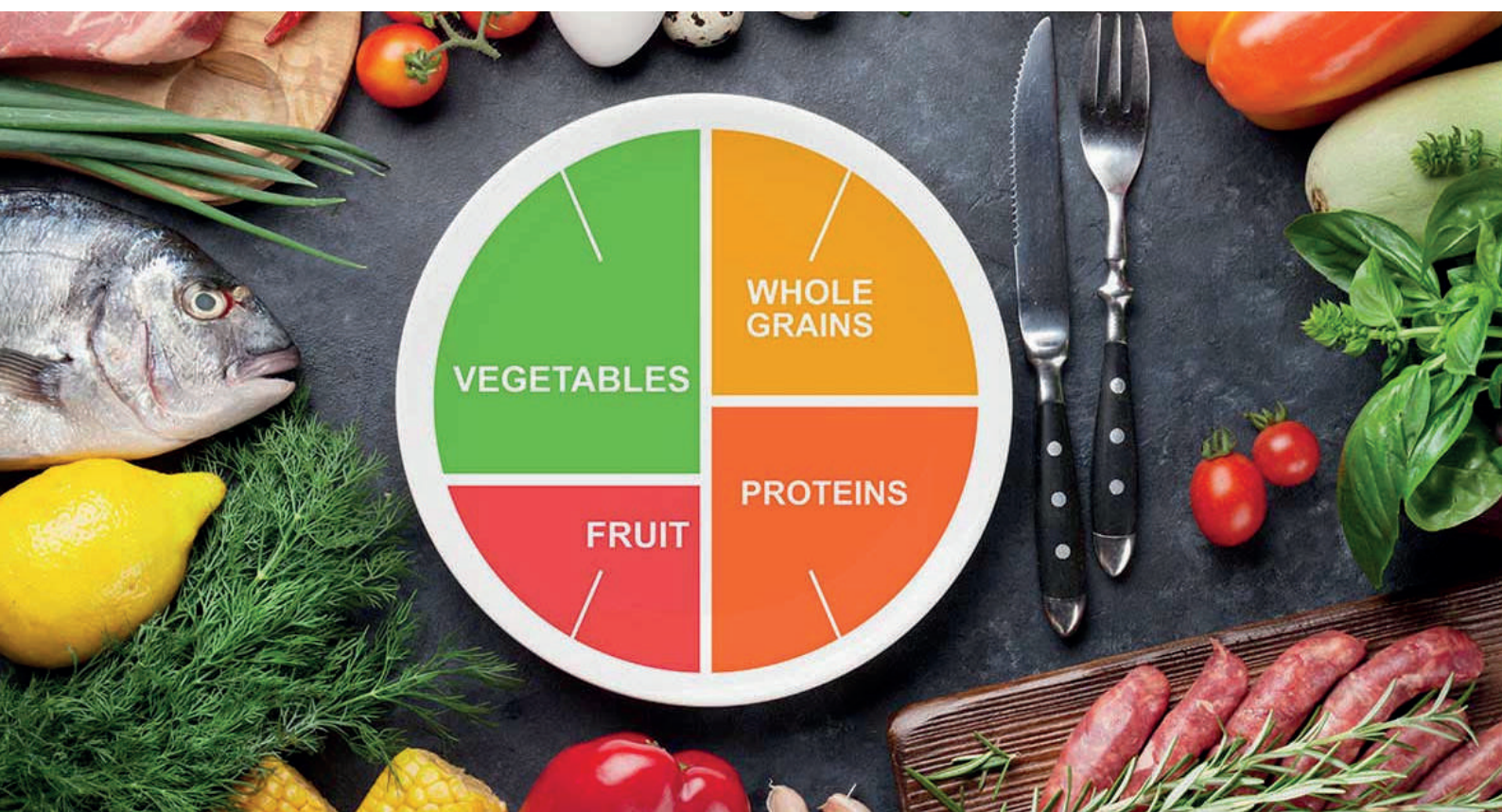


Football as a contact sports demands physical performances from athletes who are well conditioned to deliver competitive successes on the field of play. This border around achieving highest performances in all competitions, improving and accelerating recovery, obtaining optimal body weight and physical condition and minimizing injuries and illness as key components of contemporary football development.

Technological gadgets like performance trackers, referees' communication instruments, MRI scanners, VAR and video analysis are relied upon to enhance performances of footballers. Video analysis are made to create the tactical awareness needed to make the matches very competitive. Statistics are tracked on the field of play regarding passing accuracy, ball possessions, crosses, runs with the ball, dribbling abilities and distances covered by the individual players and the team.

On the medical aspect, injuries are projected and diagnosed with certainty to the extent of predicting when a player would return from injury. Since the acquisition of players is a capital-intensive venture, various tests results are conducted before players are signed for clubs. All these have been streamlined to profile and reduce the risk of endangering the lives of players both on the field or outside the field of play. Doping tests are conducted to curtail cheating in our game and also ensure fairness in the game of football.

The nutritional aspect of the game must be properly managed to ensure sound dietary proposals to cover macro and micronutrients to ensure that lost energies are restored to always keep the players in good shape for subsequent matches. GFA would exemplify the fact that this aspect of our game should not be taken for granted as modern facilities would be provided in a GFA funded facility and regional medical laboratories partnered to encourage best practices in the arena of football development in Ghana.





3.0.0

Team Palmer would craft the type of administrative structure with versatility to define systems and procedures backed by strong human resource base, and imbued with the tenets of good corporate governance through the deepening of decentralized policies that are functional to achieve efficacy, economy and efficiency.

**GOVERNANCE
AND ADMINISTRATION**

3.1.0

Situational Analysis

Football is a highly regulated area that must be crafted in a well-coordinated manner to achieve stated objectives of the Association. Ghana can boast of astute football administrators, all of whom have paid their due in the governance and administrative structure of GFA.

Past Presidents of the GFA	Tenure
Ohene Djan	1957 - 60
H.P. Nyameti	1960 - 66
Nana Fredua Mensah	1966 - 70
Henry Djaba	1970 - 72
R.E.A. Kotei	1972 - 73
Col. Brew Graves	1973 - 75
George Lamptey	1975 - 77
Maj. D.O. Asiamah	1977 - 79
I.R. Aboagye	1979
Samuel Okyere	1979 - 80
S.K. Mainoo	1980 - 82
Zac Bentum	1982 - 83
L. Ackah-Yensu	1983 - 84
L.T.K. Caesar	1984
E.O. Teye	1984 - 86
Samuel Okyere	1986 - 90
Awuah Nyamekye	1990 - 92
Joe Lartey	1992 - 93
Samuel Brew-Butler	1993 - 97
M.N.D. Jawula	1997 - 2001
Ben Koufie	2001 - 03
Dr. N. Nyaho-Tamakloe	2004 - 2005
Kwesi Nyantakyi	2005 - 18

However, there are some challenges associated with this particular segment of the body politics of GFA and these are:

- Lack of respect for good corporate governance
- non-functional decentralized policy from the administrative structure to the fiber of Regional Football Association.
- Tainted corporate image that has dented the GFA to the extent of being linked to all manner of perceived corruption.
- Lack of requisite personnel who are industry specific to project the capability statement of GFA secretariat.
- Irregular organogram that is non-functional to deliver the set objectives of GFA.
- Lack of operating manuals to adhere to the policy statement of GFA.
- The organogram as presently structured does not auger well for checks and balances to allow for control.
- Ineffective linkages between the GFA and RFAs to allow for effective coordination and communication.
- Segmental reporting within the GFA is substandard and does not allow for effective supervision.
- Unsecured documentation as information within the GFA are easily leaked to undesirable recipients.
- Congestion at the GFA hampering the progress of work at the secretariat.
- Unstructured compensation and emoluments packages comparable to what pertains in the industry to attract a high caliber of staff to the GFA.

3.2.0 GFA Council of Elders

The Esprit de Corps needed to propel development in football without rancor and acrimony is missing. This Board would advise congress, the executive and the secretariat and reconcile various factions within the GFA to approach development with "all hands on deck".

The Council comprising of eminent personalities who have served at the levels of executive committee or executive council or contributed immensely in the development of Ghana football, would mediate in conflicts that borders on the executives and other related organs of the political structure of GFA and other related matters which is likely to bring the game into disrepute. They would also guide GFA Executives in shaping-up policies and the decision making processes at the GFA.



3.2.1 The GFA President's Office

A functioning President's office would be set up and persons employed. A special advisor, Football and another person in charge of Strategy and innovation would be deployed to the office.

Vice-Presidents

Team Palmer would propose 2 (two) Vice –Presidents for the due consideration of congress for approval. These designated offices would be Vice–Presidents Competitions and Vice-Presidents Finance and Administration respectively.

The Vice-President Competitions would be the first Vice-President empowered with the oversight responsibility of the core business of GFA, competitions. This position would be subjected to elections in the first meeting of the executive committee.

The second Vice-President would be in charge of Finance and Administration

3.2.2 Two Deputy General Secretaries

There would be two (2) deputy general secretaries with designated roles as Deputy General Secretary for Finance and Administration and Deputy General Secretary for Football (who shall oversee the Competitions aspects of the game)

3.2.3 GFA Travel & Hospitality

A dedicated department would be established to deal with all travels of GFA officials, players and other stakeholders on GFA Assignment. The GFA would register a travel agency gfatravel.com and control it internally where flight, accommodation and internal transport arrangements are made in advance.

3.2.4 Decentralization

To deepen the decentralization processes, the RFAs would be capacitated and empowered with having a functional secretariat that would coordinate with the General Secretariat to avoid duplication of roles. Collection of licenses, payment of fines and other penal charges would be made at the regional levels to avoid traveling over longer distances to execute these functions. Other modern electronic payments would be activated for all intents and purposes to decongest the GFA Secretariat that is usually inundated with human traffic. Each RFA Secretariat would be manned by a Chief Operating Officer, IT specialist, accounts clerk and a confidential secretary.

These offices would be equipped with modern office gadgets like telephones, computers, copiers, printers, faxes and internet facilities to render the offices functional.

The linkages between the GFA and its affiliated RFAs would have to be well-coordinated to deliver effective, economic and efficient systems and procedures to bring the synergic effect needed to propel the level of development envisioned at the grassroots, domestic and global levels. This is a holistic approach to football development.

The GFA's status as a company is limited by guarantee and formed under act 992 of the Company's code of 2019 to operate business in Ghana as a nonprofit making institution in 2005, would imbibe the tenets of good governance to ensure accountability, transparency, credibility, diversity and fairness into its operations to outperform its peers on the African continent. This would be institutionalized and capacity building directed at all the facets of the operations of GFA to quite an appreciable level. Training would be given to the executives and staff members of the secretariat and its affiliates to empower them to function assiduously to achieve set objectives of the GFA. Human resource developments would be key in building a formidable team in our quest forward.



3.2.5 Women's Football Desk

Another important issue, to be addressed is standards in women football. All efforts should strenuously be made in raising standards in women football.

Football for Women is not a special case of Football for Men. Men and Women have the same right to equality of chances although in football it is still utopian. There are many more equalities than differences between men and women in football because the Laws of the Game are the same. This per se, means that the tasks which are connected with the functions of the players on the field are the same ie. a male striker has to find solution to "football situations" as a female striker.

A Senior Manager (Female) would be recruited to take charge of the Women's desk to be created.



4.0.0

The exigencies of modern football development require financial outlay that is capital-intensive. Internally and externally generated resources must be judiciously utilized to expeditiously meet GFA's commitment and obligations. Projects, activities and programs initiated by the GFA must be funded to its logical conclusion.

FINANCE

4.1.0

Situational Analysis

GFA has relied on its lean or meagre financial resources to execute projects such as its office-complex, Ghanaman Soccer Centre of Excellence, construct pitches like the artificial turf at Tema Sports Stadium, etc.. GFA is not under state subvention as it is solely responsible for funding its entire recurrent expenditure including wages and salaries.

There are administrative bottlenecks that hinder financial resources of GFA which are as follows:

- Illiquidity has been the bane of GFA with the difficulty of meeting recurrent expenditure and obligations.
- Unavailability of budgeting and budgetary control techniques to avoid unplanned expenditure.
- Lack of accountability to establish the audit trail in all pecuniary transaction of GFA.
- Lack of investment appraisal on capital investment projects to ascertain the viability of a project before being pursued.
- Large volumes of cash based transactions casting doubts on the authenticity of the transactions.
- Weaknesses in the internal control procedures that revolves around processing non-availability of policy framework in accounting related transactions.
- Lack of independence of the Finance and Audit Committees as specified in the FIFA Statutes.
- Lack of adequate personnel to manage key functions at the finance department of the GFA.
- Complete disregard for reporting standards and practices that enforce transparency.
- Lack of administrative tools and manuals to spearhead financial policy direction.
- Lack of stricter policy guidelines for the disbursement of funds to stakeholders.



Team Palmer would evolve the financial policy frameworks that are creative and innovative and embedded with the financial re-engineering expected to craft cost reduction technique aimed at introducing value-for-money auditing with break-even analysis, marginal costing, segmental reporting pivoted around budgeting and budgetary control techniques to deal with variance analysis for rectifications and onward actions. Investment appraisals would be conducted on all capital projects or expenditure to evaluate projects strictly on viability and sustainability basis. Management of treasury would be planned in a manner to rationalize and prioritize resources in a sequential order to meet recurrent expenditure and commitments.



4.2.0 Source of Funding

Team Palmer has earmarked to raise US\$ 90.3 (Ninety million, three hundred thousand) United States Dollars from the revenue base activities as specified under the following:

- Revenue from TV Broadcasting rights US\$ 4 Million
- Revenue from marketing Rights US\$ 9 Million
- Revenue from Licensing rights US\$ 3 Million
- Merchandizing – US\$ 2m
- Digital Transformation Hub- US\$ 4 Million
- Grants from FIFA (FIFA Forward, Capital Investment Fund)-US\$ 6 Million
- Futsal Grants US\$ 8 Million
- CAF funding programs- US\$ 0.80 Million
- Tax Credit – US\$ 2 Million
- Solidarity, Training and Compensation Clearing House US\$8 Million
- Proceeds from international friendly matches US\$5 Million
- Training and compensation from international clubs US\$3 Million
- Revenue from gates US\$ 3 Million
- Prize money from international competitions US 30 Million
- Internally generated fund US\$2.5 Million
- Revaluation of tangible and intangible assets US\$18.3 million.

Most of these are identifiable sources of funds to GFA. The planning horizon for the generation of these funds would span through a period of four (4) years. These prudential estimates are very conservative in nature as per the principle of budgetary estimates with the finance committee to be tasked to execute and target.

In business, scarce resources merit rationalization and prioritization of funds judiciously to achieve value for money spending. The credibility and reputation of GFA has sunk that low to render the GFA financially unattractive. It is incumbent on Team Palmer to make conscious efforts to rebrand, redirect, refocus and reform the GFA towards making it a superior brand with the tacit involvement of corporate Ghana in the game to create excitement and delight as it pertains in other jurisdiction.



4.2.1 Treasury Management at GFA

Funds would be utilized to conform with the budgetary estimates. This would ensure that expenditures incurred adhere to the approved budget from congress. The following are the strategies to be used in managing the treasury.

- Finance Committee would sit regularly with the responsibility of managing treasury as per the budget approval of congress.
- Matching of liquidity to meet related external obligations and commitments.
- Revaluation of fixed assets of GFA to reflect the true net worth of GFA for business prospects.
- Designing and adopting hedging strategies to mitigate primarily against foreign currency and interest rate exposures.
- Investing cumulative reserves in short term money market instruments.
- Ensuring compliance with the financial policy framework of GFA.



4.2.2 Utilization of Funds

The funds to be committed judiciously and timeously within the planning horizon is pegged at US\$ 85.8 (Eighty-Five Million, eight hundred thousand United States Dollars) to be expended as follows:

Construction of Legacy Projects

- Natural Pitches (25 pitches) - US\$ 2.5 million
- Artificial Pitches (10 pitches) - US\$ 4 million
- Head Office & Regional Offices - US\$ 3 million
- Four Star Modern Facility for national teams - US\$ 4 million
- Ultra Modern 100 bed Sports Hospital - US\$ 3 million
- Hospitality Events - US\$ 2.5 million

Competitions and Tournaments

- Domestic - US\$ 15 million
- International - US\$ 20million

Operating Expenses

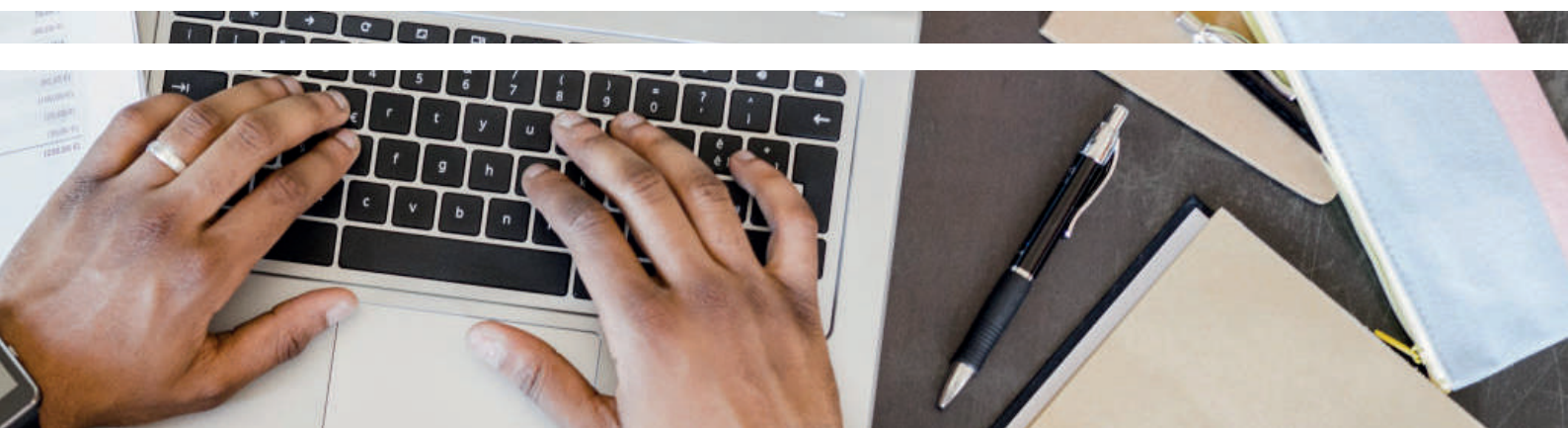
- Administrative - US\$ 8.6 million
- Executive Emoluments - US\$ 2 million
- Committee sitting Allowances - US\$ 4 million

Other development & Educational Programs

- Women's Football Development - US\$ 1.5 million
- Youth football development programs - US\$ 4 million
- Medicine, science and nutrition - US\$ 1 million
- Audit and Compliance Education - US\$ 0.8 million
- Decentralization and Capacity Building - US\$ 3.6

4.2.3 Clearing House for Solidarity and Training and Compensation

Team Palmer would create an incubator to define the pathway for high quality accelerated growth that would be integrated to build capacity of clubs in the club licensing regime, particularly for clubs participating in the continental championships. Clubs filing for solidarity and training and compensation schemes would have ordinarily paid for the services of agencies and solicitors in the course of making such claims. Through the concept of large numbers, GFA clearinghouse would claim percentage of such claims and some of the proceeds used to revamp the infrastructural base of clubs participating in continental championships to meet the club licensing program and render them club licensing compliant.



An aerial photograph of a football pitch, showing players on the field and a stadium in the background. The image is overlaid with a large, semi-transparent white circle and a vertical line on the right side. The text '5.0.0' is prominently displayed in the lower right quadrant of the circle.

5.0.0

Infrastructural development encompasses development of natural and artificial football pitches, which is essentially used for the training of new generation of players, through to seat installation, stadium building and upgrade of facilities and their maintenance.

**INFRASTRUCTURE
DEVELOPMENT**

5.1.0 Situational Analysis

Provision of infrastructure has been largely embarked upon by the Government of Ghana with pockets of development from private sources like the Len Clay Stadium in Obuasi, Tarkwa TNA Park, Sogakope Red Bull Pitch and other community-owned pitches like Dormaa Nana Agyeman Badu Stadium. Provision of these infrastructure is insufficient to develop the game of football to quite an appreciable level. These are some of the reasons:

- Lack of funds to develop modern infrastructure capable of holding football events.
- Inadequate facilities at match centres making it inconvenient for matches to be watched or viewed uninterrupted.
- Lack of maintenance for the facilities used for competitions.
- The unsuitability of infrastructure for the modern game, competitions and club licensing.
- The infrastructure lacks the protective shield to ensure the security and safety of spectators on match days.
- Most of these pitches are not equipped with modern gadgets like VAR, TV production centre, commentary area and cafeteria.
- Pressure on the facilities at the respective match venues that creates congestion.
- Individual football teams have placed less emphasis on the development of sustainable infrastructure that is required by the Club Licensing System.

Team Palmer would adopt a three-prong approach to resolve the infrastructure deficit by embarking on GFA initiated sustainable infrastructural development. An imputed cost of US\$16.5 million has been placed on this aspect. This would include the provision of pitches particularly in areas where clubs play their respective matches, provision of head offices as well as regional offices, upgrading of facilities at the Ghanaman Soccer Centre of Excellence to accommodate all national teams including the Black Stars in preparation for major tournaments and an ultra-modern 100-bed hospital complex. These projects are to be termed legacy projects. The private developers would be partnered to provide such infrastructural facilities that would bear their corporate entity like the Allianz Arena in Germany. These facilities would have corporate visibility to give the expected mileage to the sponsor as well as serve as a point of attracting other potential sponsors. However, Team Palmer will like to commend government on their 'One Constituency, One Astro Turf' initiative which we believe is a key component to solving the football infrastructure deficit and will help produce the next generation of football stars.

The government would be lobbied to bid for major international competitions as a way of jerking-up the economic circumstances of Ghanaians. As part of the requirement, the government has no other alternative than to provide sustainable infrastructure to hold the tournaments, the legacy of which would be bequeathed to the football industry to utilize them to revamp domestic competitions.

Essentially, match venues and competition centers to have aesthetic appearances for the cameras and TV viewing as well as adhering to the tenets of club licensing to ensure improvement in the performances of players, to raise the level of competitiveness in our domestic and international games. This has been amplified by the organization of WAFU "B" in 2017 at the Cape Coast Stadium by the Fox Group.



6.0.0

Safety and security at match or competition venues are essential ingredients to organizing successful competitions that are incident-free. It is incumbent on the GFA and its affiliates to ensure that fair and equitable environment is created to see to the logical conclusion of games. What comes to mind in relation to safety and security in the domestic competitions is May 9, 2001 where over hundred (100) football fans lost their lives at the Accra Sports Stadium due to inadequate measures of safety and security at the match venue.

**SAFETY &
SECURITY**

6.1.0 Situational Analysis

Safety and Security Committee has been put in place to ensure that our competitions are incident and violence-free. At the premiership levels, matches have been profiled and the matches with the potential of sparking off violence are categorized as category "A" matches in that order. Our competitions are characterized by the following bottlenecks:

- Home-based teams have the erroneous impressions that away teams must be subjected to maltreatment and home matches must be won at all costs.
- Lack of turnstiles to make access to restricted area very difficult to unapproved persons.
- Inadequate security details including police and stewards at the match venues to control crowds.
- Lack of equipment to combat violence at match venues.
- Unavailability of ticketing committee to supervise the sale of tickets to spectators.
- Lack of Security and safety intelligence to deploy appropriate security and safety measures at match venues.
- Lack of appreciation of the security personnel on the appropriate measures to adopt to control violence.
- Inordinate superstition can trigger crowd violence with security implications.
- Perceived poor officiating has been the bane of safety and security.
- Unavailability of medical and other supporting staff personnel to administer first-aid therapy to teams and spectators.
- Lack of fire-fighting devices at match venues endangering lives at match venues.
- Lack of enforcement of bylaws and legislations to prosecute offenders at match venues.
- No operational plan before the start of the season to have a dress rehearsal of safety and emergencies situations at our match venues.
- Lack of coordination of traffic close to match venues creating congestions.

Team Palmer would create a congenial environment devoid of traffic congestion around various stadia and team up with the law enforcement agencies to combat crime. Medical facilities and fire fighting gadgets would be provided to deal with emergencies. All these would be part of the club licensing regime to ensure that our match venues are incident-free. We would ensure strict adherence to the bye-laws and legislations regarding safety at the stadia.

We would institutionalize flexible categorization of matches in relation to the safety and security requirements at match venues. Risk profile associated with each match would be made based on the intelligence report and appropriation categorization certificate issued with regard to the match. Highly risky matches would have all the security and safety attention that they deserve with the presence of security details including national security, police, medical personnel, fire service, paramedics, trained stewards, traffic controllers and other security details. This would be a typical category "A" match. Category "C" matches would deploy few numbers of police officers and trained stewards as well as medical and paramedics. Category "B" would be a medium risk match. A matrix system devised to score matches in the order of the number of expected attendants to the match, the history of animosity between the two teams and the intelligence collated.

A Disaster Management Team would be formed to coordinate activities at this level of our game to ensure incident-free events at our match venues. Safety Advisory Group would be formed at the local levels comprising of members of the respective clubs, the local police, fire brigade, paramedics as well as the local Ticketing Committee. There would be a Ticketing Committee at the national level to ensure that all matches have the approved number of spectators with tickets issued timeously. The GFA would have to furnish the full details of our competition schedule to these stakeholders at the start of every season when seminars and workshops are held to educate Disaster Management Team and the Security Advisory Group on preventive measures at the respective venues.



7.0.0

Competitions are the bedrock of every institution with the mandate of organizing football in the respective countries. This determines the core business of GFA as football development-oriented institution.

COMPETITIONS

The structure of the leagues in Ghana is pyramidal in nature as we have fewer clubs at the elite levels than the grass root levels. The GFA has the mandate to organize the following competitions as defined by the regulations and statutes of GFA:

- The Premier League
- The Zonal Division One League
- The Regional and District Leagues
- FA Cup Competitions
- Juvenile Leagues
- Women's competitions

The Ghana League is currently ranked 21st in Africa by euroopteams.com as conducted by CAF's inter-clubs club competitions since February 2019. The competitions organized under the auspices of GFA have the following challenges:

- Protracted litigations as issues in relation to the leagues drag beyond a season, thus disrupting subsequent seasons.
- Characterized by violence at venue centres bringing the game into disrepute.
- Illiquidity affecting commercial content of competitions with clubs in dire financial needs.
- Consistent postponement of matches in such a manner to disrupt the flow of the competitions.
- Lack of publicity, documentaries and scheduling of matches to sustain interest of stakeholders in the league.
- Non implementation of the tenets of club licensing to move the league to the next levels.
- TV and marketing rights are woefully inadequate
- Lack of a well-coordinated and professionally minded events manager to refocus the league to follow evolving trends.
- Standard of refereeing is low as most games are largely influenced by indiscretion on the part of referees.
- Accreditation of stakeholders virtually nonexistent rendering the inner perimeter of league centres congested with unapproved personnel.
- Pitches are in poor conditions thereby affecting the coverage of matches and performance of players on the field of play.
- Low quality of kits and equipment to give the aesthetic appearance to bring the excitement and delight in the league.
- Lack of visibility of billboards and flyers of sponsors at match venues and certain key installations of GFA.

Team Palmer would introduce the following landmarked reforms to restructure, manage and finance competitions to bring the excitement and delight that is needed to propel domestic competitions.

7.1.0 Competitions Committee and Department

The Competitions Committee would function to provide broad guidelines for the efficient management of all GFA organized competitions and in an advisory role of providing the calendar dates and scheduling of all competitions and matches of GFA as well as vested with the powers to be exercised in accordance with the regulations and the Statutes of GFA. This Committee can examine all new proposals concerning new competitions to be played under GFA. The Competitions Department would provide administrative functions suitable to organize the various competitions under the auspices of GFA. Various desks would be created to put the respective competitions under the supervision of an accredited officer.

Innovations are to be introduced to ensure that matches would be played at different time intervals in accordance with the competitive nature of matches instead of all matches starting and ending simultaneously. Due consideration would be given to the commercialization of the game to quite an appreciable level.



7.2.0 Semi-Autonomous League

Team Palmer would consider the possibility of introducing an independent league managed under independent outfit separate from the GFA. It is worthy of emulation that all disciplinary and adjudicating processes remain under the preserve of the GFA. Various options have been considered with Team Palmer choosing the second option.

The first option would have the GFA consider establishing a special purpose investment vehicle to take over the leagues in an ownership structure that is independent of the main GFA activities. This would be premised on the availability of funds internally to run the league by the GFA and its affiliated clubs at different levels of the league structure. The central thrust is whether the GFA and its affiliate has the requisite funds to manage the financial outlay of not less than \$5 million per annum required to run the competitions earmarked. How sustainable would this be going forward? The leagues per its current form and structure is not amenable to accommodate autonomous league.

The most prudent option would be to do proper evaluation of the respective competitions under the franchise of GFA namely; Premier League, Division One League, Women's League and FA Cup competitions. After proper valuations are imputed in nominal and intangible terms on the respective competitions, a prospective investor through competitive tender bidding would take over the franchise either for an indefinite period of time or within a terminal period of time to run our leagues as a commercial entity. The GFA would relinquish the franchise to the prospective strategic investor for either a definite period or indefinite period of time.

The third approach that is complex in nature is to approach individual strategic investors to partner the GFA in a financial package that would make funds available for the respective competitions that would be structured, managed and funded by the strategic investors.

In all these circumstances, considerations would be given to the option that would secure the future of all competitions organized by the GFA as well as bring the commercial attractiveness and content/financial reward for the GFA to cede off this segment to prospective investors. The transitional period would have to be properly managed for all and sundry to understand the modalities of the semi-autonomous league being introduced. The league within this transitional period of two years would have to be made attractive with the excitement and delight that would bring to bear the level of valuation to attract prospective investors. This is based on the fundamental principle that an asset is sold at the point of valuation that is economically viable enough to the seller and not at the point of forced sale valuation.

It would be incumbent on the GFA to lobby government within the earmarked two-year period of transition for funds from governmental sources to be released to jerk up investments in making the league attractive and funds repaid after the sale of the leagues to prospective investors. These would be achieved under the guiding principles that football over the period generated funds for the nation in consecutive estimates of \$24 million from three (3) previous world Cups. The implication here is further reengineering of GFA to generate multiples of these figures when given the opportunities. The government can levy clubs within this transitional period on percentages of all transfers made by the respective clubs in the leagues to reason that, the government played a pivotal role in developing these players over the transitional period. The tax elements to be derived by the government would be enormous, as clubs, like what pertained in Spain and Argentina, would be well resourced and become attractive for a potential income taxpayer at a certain point in the business cycle. Remittances from these transferred players and potential business opportunities either in the real estate business or other sectors of the economy would provide enough grounds to restructure the league.

The Competition Pillar of the new GFA will be responsible for all technical and administrative work relating to all aspects of the GFA's competitions involving clubs in the various divisions.

The Competitions Pillar will be the first point of contact between the new GFA and clubs in discussing and communicating matters concerning competitions.

From drawing up fixtures on the various competitions with the contributions of the other technical and functional offices of the GFA and personnel, the Competitions Pillar will also manage fixture lists and any other matter relating to competitions.

This office will serve as a reference source for organizers, clubs, teams, and players that participate in competitive soccer events under the umbrella of the new Ghana Football Association.

7.3.0 National First Division League 7.7.0 National Women's League

National First Division league, as the second tier league would be national in character with attractive financial packages. This would be structured to promote four (4) teams per season into the Premier League with four (4) demotions into the zonal division one (1) League. Promotion and demotion would be based on merit and non-discrimination, giving certainty to clubs on their status by the start and the end of seasons.

7.4.0 Zonal First Division League

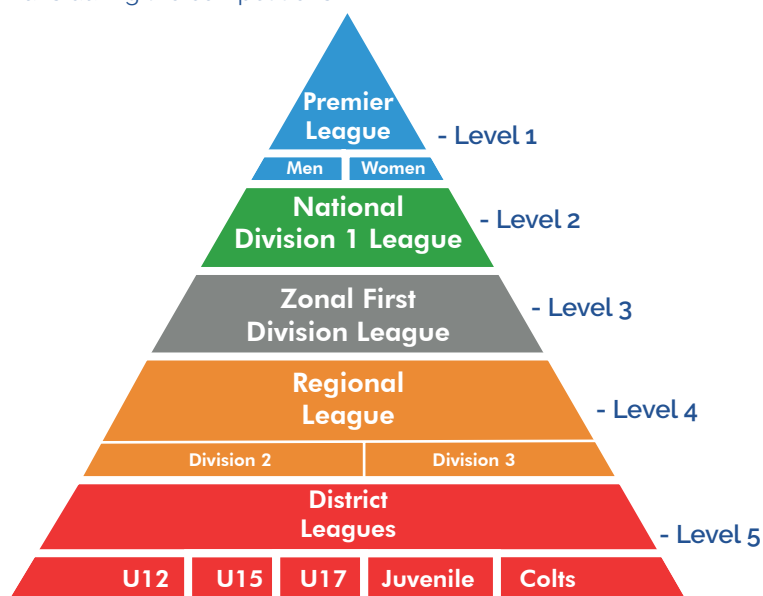
There would be four (4) zonal leagues with each champion being promoted into the National First Division League and four (4) being demoted into the Regional Leagues. Each zone would not exceed maximum of eight (8) teams making it a total of thirty-two (32) clubs.

7.5.0 Regional Leagues

The regional leagues would be in charge of organizing division two (2) competitions. The significant changes would be to have the same benchmark for all the regional leagues. They have to adhere to the same structure, management and funding to demonstrate consistency and transparency. This would ensure development of competitions at the grassroots levels while unearthing real talents. The RFA's would be charged with the responsibility of organizing competitions at this level. The RFA's would also be in charge of juvenile competitions that are regional in outlook.

7.6.0 District Leagues

As part of the policy directives from Team Palmer to develop football at the grassroots/colts, it's our vision to tap and develop players with undervalued opportunities to make them globally competitive. Particular attention would be directed to having a structured pathway to youth development at the juvenile levels. Policy guidelines would be aimed at ensuring that football would be made attractive for those who have invested in the game. Logistics and equipment support would be allocated to clubs at this level to motivate them to unearth talent at this levels. Restricted quota would be given in relation to the various age categories Under-12, Under-15 and Under-17 championships. We need to be reminiscent of the past when juvenile competitions were highly patronized by football-loving fans during the competitions.



Recent developments at the Women's World Cup in France 2019 gives indications as to the level of improvement in the women's game and the urgent need to strategize to level up at quite an appreciable pace particularly in an instance case where the Black Queens failed to make it to the World Cup. This is further aggravated by the abysmal performances of junior female teams in their respective competitions giving credence to the fact that policies must be directed at resolving the rate of decadence.

We are committed to developing commercially appealing Women's league that is competitive and sustainable. Emerging trends point to the fact that this segment of our game would have to undergo monumental reforms to empower the women's game to bridge the wide gap between the women's game and the men's game. It is our intention to develop policy guidelines for premier and division -one league clubs to adopt female teams modelled alongside that of Elmina Sharks and Sekondi Hasaacas.

This would imply GFA investing about 10 per cent of its revenue targets including TV and marketing rights into the women's game to make the area commercially viable. It is desirable for women's competition and tournaments to have attractive prize money. There will be a need for concrete measures to be taken to promote women's league in Ghana as outlined below:

- Strong advocacy to change the erroneous impression that football is the preserve of males and women should not go close to it.
- Conscious effort to encourage development of women's football at the grassroots to include establishment of female academies and juvenile teams. The GFA can take the initiatives for private investors to follow suit.
- Developing competitiveness in the women's game by evolving different competitions for different categories of women's team to participate.
- Profiles of star female players should be branded to grow interest of spectators in the female game.
- Women should be encouraged to empower themselves through education and solid social ties aimed at creating the cordial atmosphere needed to develop the game.
- The transfer system of women should be synchronized to standards akin to that of the males with all the benchmarks set.
- Trained female coaches to facilitate the development of female players at domestic and global levels to create career pathways.

It is desirable to espouse Women's Football Development agenda with the strategic intent of appealing to the interest of a fan-based that would generate the feedback loop that can smoothen the revenue generation model with positive space. There should be a conscious effort in developing the game towards growing the number of fan base across board with fans of divergent interest in the game even to the extent of being used for the purpose of advocacy and affirmative action. This calls for greater collaboration and education massive enough to address school dropout rates and sustain participation in the domestic leagues and education by the year 2023.

There would be a conduit to create content to inspire many women and girls to develop interest in the game in what would be captioned as "the beautiful game for beautiful People". Role models and iconic figures would be used to develop content that would evoke enthusiasm and whip up the sense of confidence and togetherness. Content would be spiced with varieties and focus on themes that would capture the minds of patrons. Health walks and other social events would be organized to complement the efforts of the GFA to grow Ghanaian interest in the game.

8.0.0

Football as an emotive sports is fans-centred and it derives its commercial features from unmeasurable loyalty from supporters who act as de facto owners of the respective teams they support. It is in the light of this that supporters play a pivotal role in developing the capital formation base and revenue generation models of teams they are emotionally attached to. They virtually fund the recurrent as well as capital expenditure of the clubs. There has been unprecedented infusion of commercialization into the beautiful game with huge returns from merchandizing, expanded hospitality to supporters, broadcast rights, TV rights, and branding, to accumulate reserves to fund programs and activities of the teams that they support. Profiling of the support base is a crucial element in designing a line of services that would derive the commercial orientation needed to support the game of football.

COMMERCIALIZATION

8.1.0 Situational Analysis

FIFA significantly generated over US\$ 4.6 Billion in 2018 from sponsorship and had a cash reserve of US\$ 2.7 billion. Whereas UEFA had a net profit after tax of US\$ 701 Million in 2017. The new wave of commercialization revolves around the use of social media in the generation of commercial content in the operations of football teams as UEFA Champions league significantly generated between US\$ 8,078,558 to US\$129,256,920 on monthly basis from Instagram from 32,314,230 followers in 2018. FIFA has now developed a dedicated division for social media known as FIFA's Digital Transformation and Innovation Division to as a matter of strategy render FIFA social media compliant as well as generating commercial content for FIFA.

Ghana Premier League has had chequered history in relation to marketing rights with ABC Golden Lager as headline sponsors for three years that spanned through the period 1997 to 2000. There was no element of marketing rights from 2000 to 2003 until Kinapharma Pharmaceutical Company became the title sponsors from 2003 to 2004. Ghana Telecom then took over the marketing of the League under its brand name of One Touch from 2004 to 2006. From there, the Ghana Premier League signed a 5-year deal with Globacom Ghana from 2008 to 2013 that was not renewed upon expiration of contract. First Capital also signed a five-year deal with the Ghana Premier League in 2014 for US\$ 10 million which was truncated in 2016 under the guise of restructuring exercise by the Bank. In 2018, Zylofon Cash signed a five-year deal with GFA worth US\$ 15 million.





Photo: Asante Kotoko SC

There has been other commercial deals from Goldfields Ghana Limited, Ghana National Petroleum Corporation, Guinness Ghana Limited, Rice Masters, Red Sea and Voltic Ghana just to mention a few. This segment is however bedevilled with the following challenges:

- Poor macro-economic indicators crippling the financial capabilities of corporate Ghana.
- Weak brand image as a result of tainted image of the GFA
- Inadequate infrastructure to attract the needed level of patronage of GFA competitions.
- Unguarded statements from team officials bringing the game of football into disrepute.
- Lack of activation points to attract spectators to the stadia.
- Lack of transparency in the origination, processing and execution of deal documents for the commercial contract.
- Lack of commercial contracts for kits and equipment in the domestic and international competitions.
- Lack of social engagements of stakeholders with the needed resource to fund competitions.
- Lack of packaging of football as business to attract the level of commercialization.
- Non-involvement of legends in our match venues to provide autographs to spectators.
- Lack of vintage programs to bring back memories of competitive successes to celebrate our past heroes.
- Undefined processes to identify agencies capable of brokering deals of mega commercial quantum to propel the beautiful game to the next level.
- Lack of aesthetic appeal at the match venue to give visibility to commercial partners.
- Commercial deals are woefully inadequate and thus create huge financing gap for GFA and its affiliate to bridge.
- Lack of scheduling of matches to the effect of making our game very competitive and attractive to prospective commercial partners.
- Lack of commitment on counterparties to commercial contracts see through the logical conclusion of signed contracts.



Photo: Accra Great Olympics

Team Palmer would prioritize its commercial activities to the effect of bringing back the lost glory of Ghana football. GFA as the brand is badly damaged in the minds of Ghanaians with corporate Ghana as no exception. There would be a deliberate effort by Team Palmer to embark on image redemption moves to inform and educate Ghanaians in general of the intricacies of the GFA operations. The erroneous impressions created on the GFA are largely due to misinformation. There would be the need for a major retreat aimed at rectifying the perceptions of Ghanaians on the activities of GFA. Various documentaries would be shown, and direct interactions made after brainstorming sessions on the way forward with Ghana football. Reconciliatory gestures would be made to ensure all of football stakeholders would participate in the retreat to contribute their quota towards the development of the game. The platform would be created for grievances to be channelled to avoid the situation of peddling obvious untruths. We need to redefine the operations of GFA to conform to the modern standards as expected of us by the stakeholders.

The strategic intent is to identify broadcasters with global appeal. Broadcast rights would be compartmentalized into producers of content for onward transmission to licensees with the right to various domains, specific match days and functional areas like previews, documentaries, highlights and live broadcasts rights.

After the improvement of the infrastructural base of the beautiful game through highly regulated club licensing regime, image cleansing retreat, reconciliation of various factions within football fraternity and the sale of broadcast rights to interested counterparts, we would go in pursuit of headline commercial partner eager to derive mileage and visibility. We would engage other complimentary commercial partners with the needed financial resources but cannot match that of the headline to become subordinate commercial partners.

Brand image, brand protection, brand ownership, brand identity and brand compliance would be imbibed in political executives, staff members and any other officials of the GFA to build a competitive corporate brand. The new ethos would be to build distinctive corporate culture with the tenets of corporate governance such as transparency, credibility, accountability and responsibility.

Iconic footballers, like in all other sports are revered by their fan base to the extent that teams globally have players who are used as point of attraction for fans to patronize match centres. Signing and unveiling of new players by respective teams come with its commercial contents to be derived with a lot of financial benefits. With regard to the national teams, replicas of such iconic players would be sold for high commercial content as most fans clamour to wear replicas of iconic players even when there are no matches. Emerging talents at the junior levels would be identified and mentored to derive potential commercial content from them. These iconic figures would become poster boys of the respective teams.

There would be the need for Ghana to consciously nurture the transfer market globally to the extent that commercial values would be derived for contracts signed with counterparties. Clubs through the GFA clearing house system would attract higher transfer fees, training and compensation packages as well as solidarity. These fees derived would be utilized to revamp the capacity of clubs as the GFA would direct the clubs to establish pragmatic concrete youth programs aimed at replenishing the players who have left the country to ply their trade elsewhere. The imbalances in the transfer values of players from Ghana would be professionally conducted to attract higher transfer fees of Ghanaian players abroad. The CIES Football Observatory's 2019 survey report places Ghana as the second and twelfth biggest exporters of players in Africa and globally respectively, with 286 players exported. We need to make deliberate attempt to nurture players for the domestic and international markets for possible transfers to jerk up the football economy and build capacity of clubs through the youth development policy to replenish these players.

Kits and equipment commercial rights would be sought for respective national teams. The guiding principle would revolve around attracting value and quality in signing these deals. The business development, as well as the marketing and communication department would be charged with such responsibilities together with the respective committees of GFA. Sale of replicas would be encouraged in a way to merchandize these products to teeming supporters to wear them to GFA events. The exciting dimensions to these replicas would be to have vintage shows where replicas of strips that were won at the club levels or national levels to achieve laurels for the clubs in the past. This would bring memories of the past and create a museum of momentous replicas. This is the vintage program that would be pursued to create excitement and delight in the domestic competitions as our legends would be revered as well as current crop of players being motivated to achieve such feats in their playing career as they would certainly be remembered through such programs.

The digital hub would be created to deploy social media platforms to derive commercial contents. Live streaming of events of the GFA including matches would be deployed to activate large followers on Facebook and Instagram. There are financial implications that would be derived as any promotion on such platforms would attract the requisite commercial content. UEFA in this case realized between US\$ 8,078,558 to US\$129,256,920 on monthly basis from 32,314,230 followers in 2018. The vintage jerseys program would be promoted on this medium to allow for a steady growth in followers to GFA promoted documentaries, pictures and videos. Twitter handles are being used as a strong communication tool to publicize team activities and share important communicate with the fan base to benchmark the growth in the support base of teams.

Another social event that could be turned for commercial considerations would be the "Let's Cap Them". These events would be organized to acknowledge our legends who have never been capped before as well as players currently playing for the senior national teams. For all intent and purpose, specially branded Caps would be given to players who have been capped for the 10th, 20th, 25th, 35th, 50th, 75th and 100th times in international matches. Corporate Ghana would be commercially contracted to facilitate the program.





REGULATIONS

9.0.0

Competitions are the bedrock of every institution with the mandate of organizing football in the respective countries. This determines the core business of GFA as football development-oriented institution.

RE-REGULATION

9.1.0 Situational Analysis

We must commend the fact that our statutes, regulations and codes are as far as possible been compliant with that of FIFA since 2005 and 2012 when major amendments were made to the existing legal framework. We are however confronted with the following challenges:

The legal framework lack consistency in its applications as different interpretations are given without due references to precedents.

Lack of arbitration processes at the GFA to resolve legal issues that do not strictly fall under certain aspects of the regulations but are football-related.

Non-compliance of certain aspects of the statutes, codes and regulations with due regard to administrative procedures embedded in the regulatory framework.

Protracted disputes exceeding the season thereby affecting the start of a new season or distort competitions of GFA.

Ambiguities in certain aspects of the regulatory framework that give unfettered discretionary powers in the adjudicating processes.

Unnecessary delays in the adjudicating processes in relation to procedural issues are untenable.

Lack of equity and fairness in the adjudicating chamber giving rise to unnecessary disputes

Individual parochial interest sought at the expense of the regulatory framework with impunity

Systems and procedures at the GFA do not conform to standard best practices at FIFA and CAF

Weaker general secretariat gave rise to obvious errors in the adjudicating of cases.

Certain aspects of the regulatory framework are obsolete inhibiting the development of the game of football in Ghana.

Lack of drafters and scrutineers at the formative stages of regulatory reforms.

Team Palmer would institutionalize measures that would sanitize the adjudicating processes at the GFA to ensure an efficient and effective judicial system at the GFA to deliver decisions with equity and fairness as the cardinal principle. We need to have three prong approach to the judicial system where a single judge could be appointed to adjudicate on a legal matter before the GFA depending on the magnitude and the urgency of the matter. We can also have a scenario where legal matters would be referred to certain groups of persons who may not necessarily have to converge at the GFA but deliver an individual decision on the matter. The General Secretary can empanel groups of persons to sit on a matter at the GFA to adjudicate and deliver decisions on a pending legal matter.

It is our strategic intent to introduce arbitration procedures in the judicial system of the GFA to deal with issues in relation to matters that could be resolved through an arbitration process without rancor and enmity. Dispute Resolution Chamber (DRC) by the dictates of article 22 (a), (b), (d) and (e) of FIFA Regulations on the Status and transfer of Players. This would provide the conduit for equal representation between two parties with an independent arbitrator to adjudicate on matters. It can handle issues of a certain threshold that emanates from training and compensation as well as solidarity contributions.

After defining the barebones of the reforms to rectify the structural defects as proposed in this document, it would be prime and proper for the principal reforms backed legally in the statutes, regulations and the codes of the GFA. The regulatory reforms would incorporate certain aspects of landmarked reforms such as the introduction of autonomous leagues, the advisory chamber, refereeing departments and the appointments of Vice Presidents within the body politics of GFA. The regulatory reforms would encapsulate all the structural reforms that must be backed by law to allow for operationalization of the strategic intent.

9.2.0 Ethics and Governance

A major issue with regard to the problems of the GFA had been how it handled Ethics and Governance matters.

The Webster's New Explorer Encyclopedic Dictionary (p625) defines ethics as the discipline of dealing with what is good and bad with moral duty and obligation. It can also be said to be a set of moral principles or values, the principles of conduct governing an individual or a group.

In recent times "governance" and "good governance" are being increasingly used in development literature. Bad governance is increasingly regarded as one of the root causes of most problems within our societies.

Coherent Recruitment Policy

To ensure a strong GFA, it is important to have a good recruitment and selection practices which are consistent, merit-based and aligned with the organisations mission and vision.

There should also be a well- defined document on code of conduct, which is intended to be a central guide and reference for industry players in support of day-to-day decision making. It will also clarify the GFA's mission, values and principles, linking them with standards of professional conduct. As a reference, it can be used to locate relevant documents, services and other resources related to ethics within the GFA.

The code of conduct will provide visible guidelines for behavior. A well-written and thoughtful code also serves as an important communication vehicle that reflects the covenant that the GFA has made to uphold its most important values, dealing with such matters as its commitment to employees, its standards for doing business and its relationship with the Ghanaian community.

While a code of ethics is important in ensuring that an organization operates in an ethical manner, it is important for the leadership of the organization to make sure that the code is adhered to and also to set the standard for other people in the organization to follow.

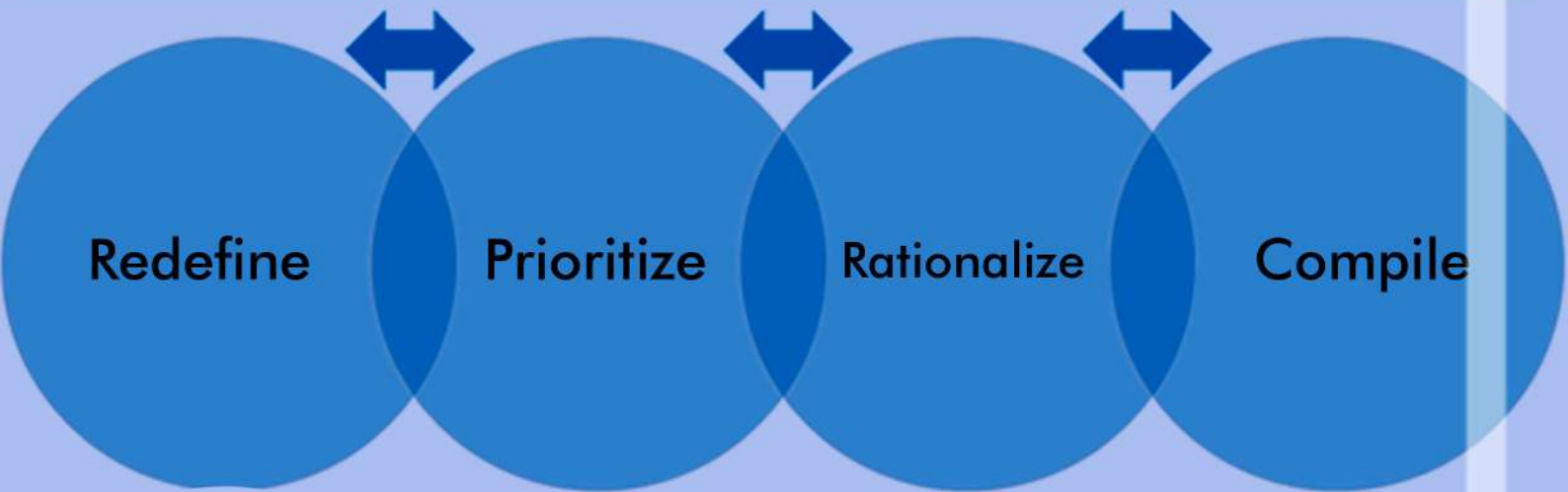
The formation of an Ethics Committee which is assigned the overall responsibility to oversee compliance with the organization's code of ethics will assist to ensure that the organization operates in an ethical manner.

The committee should be chaired by an external person and would have seven possible roles;

1. Contribute to the continuing definition of the organization's ethics and compliance standards and procedures (code of ethics)
2. Assume responsibility for overall compliance with those standards and procedures.
3. Oversee the use of due care in delegating discretionary responsibility.
4. Communicate the GFA's ethics and compliance standards and procedures
5. Monitor and audit compliance.
6. Oversee enforcement, including the assurance that discipline is uniformly applied.
7. Take the steps necessary to ensure that the GFA learns from its experiences.

Organizations typically don't have values and ethics, but since they are comprised of human beings, their cultures are shaped by the values and ethics of those human beings. If those human beings at the top – leadership – commit unethical behaviors, what kind of message does that send to those they lead?





10.0.0

The reform implementation processes must be meticulous to ensure that key performance indicators are monitored and evaluated to achieve milestones set out in this policy statement. In the reform implementation process, a critical component is the translation of the policy framework into an effective plan of action. The GFA would establish two important structures for the implementation of this policy statement and these are Reform Implementation Committee which would have oversight responsibilities over the implementation

**REFORMS
IMPLEMENTATIONS PROCESS**



The Reform Implementation Committee would make recommendations to the GFA Executive Council on issues that border on benchmarks set and to propose remedial actions to rectify variances and deviations. The composition of this committee would be made up of professionals within the football industry with specialized field of expertise including our legends in football. Consensus building in the implementation process is the principal factor aimed at giving an opportunity for the members of congress to give congressional accent to this policy document with the view of congress owning the reform initiatives to establish bottom up approach.

The Reform Implementation Department would be in- staff position to advise and give progress reports to the General Secretary for onward discussions by the Executive Council. Reports would be filed at regular intervals in this department in relation to key performance indicators.

The Annual Ordinary Congress would have an aspect of a retreat that would bring together all stakeholders in football to a summit aimed at collating views on how to develop the beautiful game to revolve around the 8 (eight) pillars defined in this policy document. Brainstorming sessions, caucus meetings would be used to elicit views on different paradigm shifts that could be incorporated in this policy document to comprehensively reform football in Ghana to make it globally competitive. Eight groups would be formed together with a coordinating team to ensure that this policy statement is subjected to stakeholders' scrutiny. Views elicited would be collated for onward deliberations at the GFA ordinary congress aimed at ensuring that the rank and file are deeply involved in the reform implementation processes.

At the annual Congress, 8 (Eight) committees revolving around the eight pillars in this policy document and a coordinating committee would be formed at Congress to debate on the reform processes in line with this policy documents to comprehensively develop operating manuals within each thematic area to facilitate easy implementation of the reform processes.

After deliberations on the brainstorming sessions, reports would be submitted by each sub-unit to allow for comments in interactive sessions at congress through questions and answers sessions with the view of incorporating other views into the submissions made by the respective groups. Specific milestones would be set to cover the period within which this plan would be operational to reinforce best practices within FIFA and CAF. Timelines must be adhered to clearly define key performance indicators within the strategic intent of this policy document.

These manuals redefine the modus operandi of the GFA in relation to the Reform Implementation processes as the functional areas of Executive Council, GFA, ad hoc and standing committees would assimilate the new corporate culture and attitude to the operational function of GFA. All anticipated ambiguities would be curtailed through smoothing processes to allow for express authority and responsibilities in line with the implementation processes where remedial and corrective actions are established to appraise and evaluate key strategic intent of the policy document by comparing budgeted results with actuals.

There would be prioritization and rationalization of resource allocation for the disbursement schedule to be strictly followed to avoid misapplication of funds that usually characterize reforms implementation processes. The implementation processes would also consider existing strategic initiatives and the possibility of realigning this policy document to achieve synchronization. This would create the congenial atmosphere needed for the smooth implementation of this policy statement.

Compilations of views would be directed at developing operating manuals for each segment of the pillars as discussed and deliberated upon at Ccongress. Each manual must have key performance indicators that are measureable and quantifiable to render the monitoring and evaluation of a practical task to accomplish. The structural defects would be highlighted to identify challenges in the respective domain of football development and to allow for structural changes that would address issues confronting the industry of football. The operating manuals would form the basis of working papers for the respective committees as per the GFA structure. The Reforms Implementation Committee would coordinate the reforms implementation procedures to ensure that targets set are achieved within the specified period of the planning horizon.

The feedback loop would be activated to set milestones over the planning horizon. The reporting standards would furnish the GFA secretariat and the Executive Council with weekly, monthly, quarterly, semi-annually and annual reports earmarked for review and control of the reform implementation process. This will pick up variances timely for remedial rectifications in order to avoid the reforms being thrown out of schedule.

11.0.0

Summary & Conclusion

Ghana Football Association's reputation as a corporate entity and a brand was dealt a severe blow as the public perception was rife of GFA as a corrupt institution. These perceptions permeated and crumpled to Anas' expose titled Number 12 in June 2018. GFA's reputation sunk to its lowest ebb as the Association had credibility and integrity crisis to the extent that GFA could not be credited with an iota of transparency and accountability in its body politics and as a corporate brand.

There was constitutional crisis as the GFA did not have a Vice President to step in to fill the void created in the absence of the substantive Vice President as directed by the statutes of GFA.

Openness and Transparency must be rewarded to incentivize the GFA through full disclosure in conformity with corporate governance principle. It is incumbent on the GFA to disclose on a regular basis, the corporate governance practices aimed at giving GFA the credence of transparency and openness. The "one-size-fits-all" approach can be restrictive unduly and as a matter of principle, there should be flexibility to a structure that would adhere to "Comply and explain" to achieve good corporate governance.

The introduction of a "comply or explain" requirement could benefit the governance structure of FIFA. "Comply or explain" recognises that an alternative to a governance provision may be justified in particular circumstances if good governance can be achieved by other means.

The legal structure of GFA as defined by Act 992 of Ghana's Companies Code of 2019 should be the underpinning factor of GFA as a company limited by guarantee and established as a Non-Profit making organization and in the process pursue non-commercial activities. The activities of the GFA including its commercial activities must be non-taxable to allow for appropriation of surpluses to develop football at the grassroots level. We must be seen in respect of socio-economic event aimed at creating the social balance in society. We must create conditions within the body politics of GFA to tighten the regulatory framework to the extent of rendering bribery and corruption ineffective. These issues are of public interest and as such, the GFA and its officials and affiliates must gradually work towards changing the negative perception that has characterized GFA operations in the past.

To achieve this accelerated development, we need to implement evolving compliance regime that is effective, efficient and economical to ensure that the entire structures of GFA develop the culture of achieving milestones as set out in the regulatory framework of the GFA as well as the salient contents of this policy statement. There would be completeness and reliability of financial accounting records to monitor and evaluate compliance matters in strict adherence to the disbursement schedule as obtained in the budgetary allocations to internalize compliance function in line with globally accepted best practices that is incumbent on executives and employees of GFA to consistently certify their compliance with GFA policies and directives.

The GFA must revolve around coherent and clear policy direction aimed at respecting the fundamental human rights of identifiable groups and proffer effective remedies for human rights breaches to position members for the task ahead of GFA to reform. The fundamental human rights risk profile must be properly evaluated to insist on members' rights in a non-discriminatory manner.

The GFA must be socially responsible by incorporating Corporate Social Responsibilities to integrate social and environmental programs to interact with stakeholders on a voluntary basis. Deeper analysis of societal roles must be realigned and renegotiated to reflect globally accepted standards. There should be a deeper understanding of societal roles through renegotiation and realignment to meet global standards.

It is the strongest convictions of Team Palmer that these monumental reforms as being proposed in this Policy Document should be embarked upon at the GFA using bottom-up approaches to bring about radical change in behavioural ethos, corporate culture and governance to rectify the structural defects and imbibe in the GFA, transparency, accountability, credibility, integrity, diversity and responsibility to build systems and procedures capable of changing the modus operandi of the governance structure of GFA. We should all as "football people" unite to demonstrate commitment and dedication to the transformation processes at the GFA, to build a globally competitive brand worthy of emulations in the future. We need to adopt and apply corporate governance benchmarks and systems to reflect the best global practices to protect the interest of stakeholders including fans, players, governments and commercial partners.

Long live Ghana Football.
Thank you to the Government
and people of Ghana.



WILFRED KWAKU OSEI
Palmer

CANDIDATE FOR THE GFA PRESIDENCY

#P4P



REFORMING
GHANA FOOTBALL

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Members of Congress,

Akpe

Medaase

Naagode

Oyi wala don

Thank you

Sha alibarika

Barka

De N lei

Merci

Ah san ka sue

- Premier League Clubs
- Women's Elite League Competition Clubs
- Division One League Clubs
- Regional Football Associations
- Schools and Colleges
- Beach Soccer Association
- Futsal Association
- Security Services Sports Association (SESSA)
- Professional Footballers Association of Ghana (P FAG)
- Coaches Association of Ghana
- Referee Association of Ghana (RAG)
- Juvenile Clubs Association





team PALMER

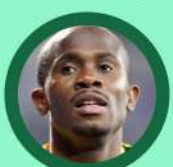
Players Discovered @ Saint Augustine's College



Ishmael Addo



Kwame Pele Frimpong



Matthew Amoah



Michael Essien



Don Bortey



Jojo Bossman

Players Developed @ Tema Youth Sporting Club



Thomas Partey



Yaya Mohammed



Joseph Attamah-Larweh



Ernest Sowah



Francis Narh



Moses Odjer



Gabriel Leveh



Jeremiah Akorful



Joseph Paintsil



Gracias Jefe