



# CLUB LICENSING QUALITY STANDARD

Edition 2022

CAF - Confédération Africaine de Football



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## PART I – GENERAL PROVISIONS

This Club Licensing Quality Standard aims to further promote professional management and continual improvement in the running of the club licensing system with a greater focus being placed on the actual core processes.

These Club Licensing Quality Standards define the minimum requirements that Member Associations or affiliated leagues (i.e. the “Licensors”) must comply with in order to operate the Club Licensing System in accordance with the CAF Club Licensing regulations.

In order to ensure the credibility of the Club Licensing System, the Licensor must correctly apply the core processes, the set deadlines, the catalogue of sanctions and the consequences of a license refusal, while guaranteeing the principles of independence, confidentiality and equal treatment of all License Applicants/Licensees. Any impact on the credibility of the Club Licensing System will be taken into consideration by CAF as part of its overall assessment.

## PART II – THE REQUIREMENTS

### REQUIREMENT 1 – MANAGEMENT COMMITMENT

1. The Licensor must ensure that a member of the top management (e.g. a member of the Exco/Board or the General Secretary) is responsible for the Club Licensing System. The top management of the Licensor must demonstrate its commitment by:
  - a. establishing an appropriate organization for the Club Licensing System (as defined in requirement 5 below), with all the necessary resources in order to implement and manage the Club Licensing System and process effectively;
  - b. establishing a budget for the operation of the club licensing administration which at a minimum follows the CAF club licensing budget template;
  - c. being responsible for ensuring that the necessary training is made available to all those involved in the Club Licensing System;
  - d. ensuring an appropriate transfer of know-how should personnel changes occur within the Club Licensing Administration;
  - e. providing appropriate support to the Club Licensing Administration so that it is able to perform its role and tasks in accordance with the requirements of the CAF Club Licensing Regulations and the Licensor’s Club Licensing Regulations;
  - f. playing an active role in the annual review of the system.

2. The top management must understand the Club Licensing System as well as current and future needs, including the expectations of all relevant stakeholders (e.g. the Club Licensing Administration, Decision-Making Bodies, License Applicants, Licensees, CAF and its nominated bodies/agencies).

### REQUIREMENT 2 – CLUB LICENSING POLICY

1. The Licensor must establish a written policy for the management of the Club Licensing System. This policy must be approved by the Licensor’s top management and include, as a minimum:
  - a. well-defined objectives for the Club Licensing System;
  - b. a commitment to continually improve the effectiveness of the Club Licensing System;
  - c. a commitment to provide support to the License Applicants/Licensees with regard to the Club Licensing;
  - d. a commitment to communicate the various rules and regulations to all relevant stakeholders in a timely manner.
2. The policy must be reviewed (and updated if applicable) on an annual basis and communicated to all those involved in the Club Licensing System, as well as to all License Applicants/Licensees.

### REQUIREMENT 3 – INTERNAL AND EXTERNAL COMMUNICATION

1. The Licensor must regularly communicate both internally (via intranet, notice boards, meetings with all those involved in the Club Licensing System) and externally (via official website, circular letters, newsletters, the media, etc.) on matters related to the Club Licensing System. Such communication may be in relation to:
  - a. licensing decisions;
  - b. developments to the Club Licensing System;
  - c. news about appointments and the responsibilities of those involved in the Club Licensing System;
  - d. changes to the scope of application of the Club Licensing System and/or the relevant criteria.
2. The Licensor must create a dedicated section on its official website in relation to the Club Licensing System.

## REQUIREMENT 4 – LICENSOR’S CLUB LICENSING REGULATIONS

1. The Licensor must establish Licensor’s Club Licensing Regulations for the participation in CAF Club Competitions and the MA domestic competitions, which have to be approved by the competent body of the Licensor and which:
  - a. contain all the applicable requirements in accordance with CAF Club Licensing Regulations;
  - b. are in compliance with the applicable national law;
  - c. are in conformity with the statutes of the CAF Member Association;
  - d. are communicated to the License Applicants before the start of the Club Licensing core process;
  - e. have been sent to the CAF Club Licensing Administration for review in accordance with the procedure defined;
  - f. have been uploaded onto the official website of the Licensor;
  - g. have been uploaded onto the CAF CLOP (Club Licensing Online Platform).
2. The Licensor must communicate in writing whether there have been any amendments to the previously submitted set of the Licensor’s Club Licensing Regulations. If a new version of the Licensor’s National Club Licensing Regulations has been approved by the competent body of the Licensor, the new version (in a CAF Official Language) must be submitted to the CAF Club Licensing Administration for review before the start of the core process.

## REQUIREMENT 5 – ORGANIZATIONAL STRUCTURE

1. The Licensor must establish an appropriate organization for the Club Licensing System consisting of the following:
  - a. top management responsible for Club Licensing;
  - b. licensing Administration (Club Licensing Manager and any additional staff) as defined in the CAF Club Licensing Regulations, including at least one person who is capable of communicating in English or French with CAF and who has access to CLOP;
  - c. someone responsible for communication;
  - d. a First Instance Body (FIB), as defined in the CAF Club Licensing Regulations;
  - e. an Appeals Body (AB), as defined in the CAF Club Licensing Regulations.

2. The rights and duties of all those mentioned above must be defined in writing.
3. The Licensor must have an organization chart for the Club Licensing System which indicates the name and function of each person involved in the Club Licensing System.
4. In addition, the Licensor must have an organization chart of the Licensor as a whole, clearly illustrating the position of the Club Licensing Administration within the organizational structure of the Licensor.
5. The above organization charts must be approved by the Licensor and submitted to CAF in English, French or Portuguese language. The CAF Club Licensing Administration must be promptly notified of any change to the organization charts together with an updated version.

## REQUIREMENT 6 – CONFIDENTIALITY

1. The Licensor must guarantee confidentiality towards the License Applicants/Licensees by establishing a written procedure to ensure that all those involved in the Club Licensing System respect the confidentiality of information in accordance with the CAF Club Licensing Regulations. The written procedure must:
  - a. impose that all those involved in the Club Licensing System sign agreements, as a minimum, upon their appointment which guarantee the License Applicants/Licensees full confidentiality with regard to all information submitted during the Club Licensing process;
  - b. describe the method by which confidentiality is guaranteed (e.g. employment contract with a confidentiality clause, separate confidentiality agreement, etc.);
  - c. describe how confidential information provided by the License Applicants/Licensees is handled;
  - d. stipulate the consequences in case there are any breaches of confidentiality;
  - e. stipulate for how long information submitted must remain confidential.
2. If a License Applicant/Licensee is a public-listed entity, the Licensor must pay particular attention to the handling of confidential information and the communication of any significant decision concerning the License Applicants/Licensees.
3. All those involved in the Club Licensing System must be aware of their responsibilities for ensuring confidentiality of information.

## REQUIREMENT 7 – INDEPENDENCE

1. The Licensor must establish a written procedure to ensure that all those involved in the club licensing system respect the principles of independence in accordance with the CAF Club Licensing Regulations. The written procedure must:
  - a. impose that all those involved in the Club Licensing System declare in writing their independence upon their appointment;
  - b. require that the members of the Decision-Making Bodies also declare orally their independence at the beginning of each meeting;
  - c. describe the method by which independence is guaranteed;
  - d. stipulate the consequences should there be any doubt as to the independence of anyone involved in the Club Licensing System.
2. Should conflicts of interest arise, a new written declaration must promptly be signed.
3. All those involved in the Club Licensing System must be aware of their responsibilities in respect of the principles of independence and must abstain if there is any doubt as to their independence from the License Applicants/Licensees or if there is a conflict of interest.

## REQUIREMENT 8 – DECISION-MAKING BODIES

1. The licensor must establish at least two decision-making bodies in compliance with the composition, qualification and independence rules set out in the CAF Club Licensing Regulations, the CAF Member Association Statutes and the National Club Licensing Regulations.
2. In addition to the provisions set out in the CAF Club Licensing Regulations, the following principles must be respected:
  - a. the actual number of members of each Decision-Making Body must comply with the number stipulated in the CAF Club Licensing regulations, the CAF Member Association Statutes and/or as defined in the Licensor's Club Licensing Regulations;
  - b. the term of office of the members of the Decision-Making Bodies must be defined;
  - c. existing members must be reappointed/re-elected or replaced at the end of their term of office;
  - d. should a member resign, be removed or not be reappointed/re-elected, new members must be appointed or elected.

## REQUIREMENT 9 – CLUB LICENSING CORE PROCESS

1. The Licensor must define the Club Licensing core process in order to assess the Club Licensing documentation and manage the Decision-Making process.
2. The Club Licensing core process must be defined in the Licensor's Club Licensing Regulations and documented separately as a procedure in accordance with the CAF Club Licensing Regulations.
3. The core process must include the following, key steps as a minimum:
  - a. communication of a club licensing core process timetable;
  - b. send an invitation letter to licence applicants;
  - c. submission of the licensing documentation to the license applicants/licensees;
  - d. return of the licensing documentation to the licensor;
  - e. assessment of the documentation by the club licensing administration;
  - f. submission of the written representation letter to the licensor;
  - g. assessment and decision by the decision-making bodies;
  - h. communication of decisions to the license applicants;
  - i. submission of the list of Club Licensing decisions to the CAF Club Licensing Administration in the form required by CAF;
  - j. where applicable, verification that the conditions for granting the license are maintained throughout the Club Licensing Season.

## REQUIREMENT 10 – DECISION-MAKING PROCEDURES

1. All those involved in the Decision-Making procedures must understand and comply with the procedural rules defined by the Licensor in the Licensor’s Club Licensing Regulations and the provisions set out in the CAF Club Licensing Regulations.
2. The meetings of the Decision-Making Bodies must be documented (minutes) in order to indicate, as a minimum:
  - a. the name of the chairman and the members who are present/absent at the meeting (if applicable, also the names of others present at the meeting e.g. club licensing manager, club representatives);
  - b. that all the members present declared their independence at the beginning of the meeting;
  - c. date and place;
  - d. the decision taken;
  - e. signature of the chairman and/or the signature of the secretary of the meeting.
3. Decisions of the Decision-Making Bodies which are communicated to the License Applicants/Licensees must contain, as a minimum:
  - a. the name of the chairman and, in principle, also of the members of the decision-making body which took the decision;
  - b. the name of the license applicant/licensee to which the decision applies;
  - c. the decision taken;
  - d. a clear statement of the grounds for the license refusal and sanctions (if applicable);
  - e. the appeal procedure (if applicable);
  - f. the date and place;
  - g. the signature of the chairman and other members if applicable.

## REQUIREMENT 11 – DOCUMENTATION MANAGEMENT

1. The Licensor must establish a procedure for filing and archiving written and electronic documents and records related to the Club Licensing System in order to have an effective document management system.
2. The procedure must define the following, as a minimum:
  - a. the duration for which documents and records must be kept. the duration must be in accordance with national legislation. if national legislation does not stipulate a minimum duration, documents and records relating to a license application must be kept for at least five years and actual club licensing decisions for ten years;
  - b. a method for identifying and tracing documents and records, including, if applicable, for the identification, protection and return of original documents.

## REQUIREMENT 12 – MEETINGS WITH THE LICENSE APPLICANTS

1. The Licensor must organize and properly document at least one meeting with all License Applicants, either collectively or individually, during the licensing procedure under review whereby the agenda includes topics such as:
  - a. results achieved as well as existing challenges and trends;
  - b. developments in the club licensing system;
  - c. changes to the scope of application and/or the club licensing criteria;
  - d. review and assessment of the licensing documentation.
2. The Licensor must obtain written feedback from the License Applicants/Licensees to be discussed and acted upon at the annual internal review meeting. Such feedback may include:
  - a. the license applicants'/licensees' satisfaction with the club licensing system;
  - b. the license applicants'/licensees' proposals for possible amendments to the licensor’s club licensing regulations and/or relevant processes.

## REQUIREMENT 13 – ANNUAL INTERNAL REVIEW MEETING

1. The efficiency and effectiveness of the Club Licensing System must be reviewed by the Licensor at an annual internal meeting which must cover, as a minimum:
  - a. possible improvements/amendments to the national club licensing regulations;
  - b. feedback from the club licensing administration;
  - c. feedback from the chairmen of the decision-making bodies;
  - d. feedback from the license applicants/licensees;
  - e. CAF assistance and compliance visits (if applicable);
  - f. the club licensing quality standard certification audit;
  - g. corrective actions.
2. As a minimum, the member of the top management responsible for the Club Licensing System and the Club Licensing Manager must attend the annual internal review meeting. In addition, the following persons must attend the meeting unless they provide written feedback:
  - a. chairmen of the Decision-Making Bodies and other individuals involved in the process.
3. The annual internal review meeting must be appropriately documented and should be organized at the end of the Club Licensing core process.
4. The outcome of the internal review meeting must be presented to the Executive Body of the CAF Member Association.

## REQUIREMENT 14 – DATA ANALYSIS

1. The Licensor must consolidate and analyses data in relation to the Club Licensing System in order to allow benchmarking and trends to be established over different Club Licensing Seasons. Such an analysis may be performed in relation to:
  - a. licensing results;
  - b. coaching licenses and diplomas;
  - c. stadiums and infrastructure;
  - d. attendances;
  - e. information on transfers;
  - f. clubs' financial profiles.
2. In order to perform such an analysis, a database (e.g. compiled using Excel or CLOP) may be created in order to store the data and information received from the License Applicants/Licensees.
3. The analysis must, as a minimum, be communicated internally to all those involved in the Club Licensing System. A report may also be produced and communicated externally.

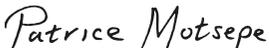
## PART III – FINAL PROVISIONS

1. This Club Licensing Quality Standard was adopted by the CAF Executive Committee at its meeting on 10 December 2020 and come into force on 1 July 2022.

### CONFEDERATION AFRICAINE DE FOOTBALL

Cairo, 1 July 2022

For the CAF Executive Committee:

  
Patrice Motsepe

Dr. Patrice Motsepe  
President



Véron Mosengo-Omba  
General Secretary



**Confédération Africaine de Football**

3 Abdel Khalek Tharwat St., El Hay El Motamayez,  
P.O. Box 23, 6th of October City, EGYPT