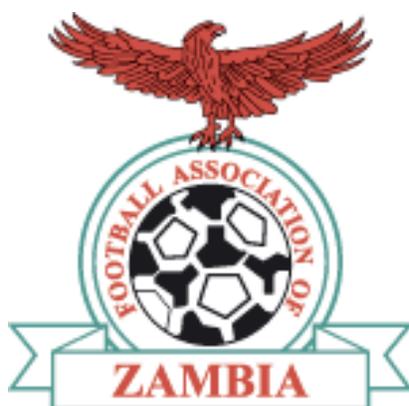


THE FOOTBALL ASSOCIATION OF ZAMBIA

CLUB LICENSING REGULATIONS



2019

DEFINITIONS

<i>Accounting Policies</i>	<i>The Specific principles, policies, bases, approach, conventions and rules adopted by the club in preparing and presenting Financial Statements.</i>
<i>Annual Financial Statements</i>	<i>A complete set of financial statements (Balance Sheet, Profit and Loss, statement of cash flows and accompanying notes of norms followed in preparing the statements as well as explanatory notes.</i>
<i>Appeals Body</i>	<i>A body put in place by the association for the purposes of recourse for clubs to appeal against a decision made by the First Instance Body (FIB).</i>
<i>CAF</i>	<i>Confederation of African Football</i>
<i>Control</i>	<i>The power to govern the financial and operating policies of the club so as to obtain benefits from its activities.</i>
<i>Core Processes</i>	<i>Minimum requirements that the association must put in place for verification of compliance with the criteria described in these regulations as a basis for the issue of a license to an applicant.</i>
<i>Criteria</i>	<i>Requirements to be fulfilled by the licence applicant divided into five categories (Sporting, Financial, Legal, Personnel and Administrative and Infrastructure). Each category is split into 3 grades A-C, with A/B being mandatory (minimum requirements) and C being best practices.</i>
<i>Deadline</i>	<i>The date by which the licensor requires the clubs to submit all application for license along with all requisite documentation as mandated in this document.</i>
<i>Employee Benefits</i>	<i>All forms of consideration given by a club in exchange for service rendered by employees</i>
<i>FAZ</i>	<i>Football Association of Zambia.</i>
<i>License</i>	<i>Certificate confirming fulfillment of all mandatory minimum requirements by the club in order to start the admission procedure for Football association of Zambia (FAZ)/ Confederation of African Football (CAF) competitions.</i>
<i>License Applicant</i>	<i>Football Club fully and solely responsible for the football team participating in national and international club competitions that applies for a license.</i>
<i>Licensee</i>	<i>Football club applying to be granted a license</i>
<i>Licensor</i>	<i>The First Instance Body (FIB) responsible for the granting of the license.</i>
<i>“May”</i>	<i>Indicates a party’s discretion to do something (optional rather than mandatory).</i>

<i>Minimum Criteria</i>	<i>mandatory standards required to be met for the award of club license to Participate in FIFA/CAF/FAZ competitions.</i>
<i>“Must or Shall”</i>	<i>Indicates an obligation to do something (mandatory).</i>
<i>National Club Licensing Regulation</i>	<i>Working document which describes the national licensing system in a Zambia. It articulates all the standards required for football clubs to register their clubs to participate in FAZ and CAF competitions.</i>
<i>One Time Protocols</i>	<i>Refers to such requirements that are implemented/executed once by the Member club and remain permanent. Such requirements shall be submitted Once to the FIB and spot check monitoring will be conducted thereafter.</i>
<i>Related Party</i>	<p><i>a party is related to a club if:</i></p> <ul style="list-style-type: none"> <i>a) Directly or indirectly through one or more intermediaries, the party</i> <ul style="list-style-type: none"> <i>i. Controls, is controlled by, or is under common control with, the Club (this includes parents, subsidiaries and fellow subsidiaries)</i> <i>ii. Has an interest in the club that gives it a significant influence over the club.</i> <i>iii. Has joint control over the entity.</i> <i>b) The party is an associate of the club</i> <i>c) The party is a joint venture in which the club is a venturer.</i> <i>d) The party is member of the key management personnel of the club or its oparent.</i> <i>e) The party is a close member of the family of any individual referred to in (a) or (d).</i> <i>f) The party is a club that is controlled, jointly controlled, or significantly influenced by, or for which significant voting power in such a club resides with, directly or indirectly, any individual referred to in (d) or (e).</i> <i>g) The party is a post-employment benefit plan for the benefit of the employees of the club, or of any entity that is related party of the entity.</i>
<i>Stadium</i>	<i>The venue for the competition match, including, but not limited to all properties and facilities near such stadium (for example, offices, hospitality press centres and accreditation centres).</i>

Table of Contents

1.0 PREAMBLE.....	5
2.0 Background information	6
3.0 Objectives of Club Licensing Regulations and System.....	7
4.0 FAZ Club Licensing Regulations.....	7
4.1 The Principle.....	7
4.2 The Application Process	8
4.2.1 The First Instance Body (FIB).....	8
4.2.2 The Appeals Body (AB).....	8
4.2.3 Decision-Making Procedure	9
4.2.4 Fair Play Rules	10
5.0 Licensing requirements	10
5.1 Sporting Criteria.....	11
5.2 Infrastructure Criteria	13
5.3 Personnel and Administrative Criteria	17
5.4 Legal Criteria.....	22
5.5 Financial Criteria	24
6.0 Regulations applicable to Division 1 teams	29
7.0 Inspections	30
8.0 Sanctions.....	30
9.0 Declaration.....	31

1.0 PREAMBLE

The Executive Committee of the Football Association of Zambia hereby establish regulations for a club licensing system governing the participation of clubs in the competitions in Confederation of African Football (CAF) and Football Association of Zambia (FAZ), in compliance with the minimum requirements of the club licensing system as set up by CAF and in conformity with the FIFA CL requirements and principles, In particular, the club licensing regulations of FAZ will include the minimum criteria that clubs must meet in order to be eligible to take part in the competitions of CAF and FAZ, as well as a procedure for granting licenses to clubs.

2.0 Background information

In 2016, FIFA rolled out the Club Licensing framework for regional adoption and implementation. The objective of the guidelines was mainly instill professionalism in club football, improve fan experience as well as integrating the key success factors in advanced leagues in developing countries.

CAF immediately adopted the approach and drafted the CAF club licensing rules. Member Associations are required to fully implement club requirements, by putting in place the following:

- i. Licensing rules.*
- ii. A First Instance Body (FIB), independent of the Association, to oversee the implementation of the Associations' requirements.*
- iii. An Appeals Body, independent of the Association to handle any appeals related to possible deficient decision by the FIB.*
- iv. Ensure that the Licensing rules are being enforced and compliance is monitored.*

The Football Association of Zambia hereby sets the criteria for clubs to compete in local and international competitions. The objective of the FAZ club licensing rules is to put in place a long term, sustainable framework for continuous improvement of soccer standards in Zambia by:

- i. Ensuring clubs are professionally run as a going concern by competent management and financially viable.*
- ii. Ensuring the infrastructure in the league meets international standards.*
- iii. Ensuring youth development is at the centre of football clubs in the country.*
- iv. Eliminate perceived/potential conflicts of interest in the running of clubs in the country.*

It is the belief of the Association that a well-run soccer system with adequate oversight through the Club Licensing process is an attraction for investments and sponsorships at club level. While penalties for non-compliance are embedded into these rules, they are not the primary focus areas.

It is important to understand the club licensing rules in two parts:

- i. **As a regulatory instrument:** Category A and Category B requirements are mandatory for compliance and **WILL** attract penalties in the event of non-compliance.*
- ii. **Principle –Based instrument:** Category C requirements are flexible and best-practices recommended for clubs*

to implement as a competitive edge over others. Non-compliance to the rules will mandate the clubs to provide a timeline for compliance to which the FIB shall track for successful completion/implementation.

3.0 Objectives of Club Licensing Regulations and System

These FAZ club licensing system are intended to achieve the following:

- i. Safeguarding the credibility and integrity of all FAZ and CAF competitions.*
- ii. Improving the level of professionalism within the football fraternity.*
- iii. Promoting sporting values in accordance with the principles of fair play as well as safe and secure match environment.*
- iv. Promoting transparency in the financial management of clubs*
- v. Promoting transparency in the ownership of the clubs*
- vi. Promoting transparency and independency in the control of clubs.*
- vii. Ensuring a continuous supply of young, talented and well-nurtured footballers for the betterment of the sport in the country.*

4.0 FAZ Club Licensing Regulations

4.1 The Principle

The criteria described in these FAZ regulations are in 3 categories as follows:

- a) “A” criteria – “MUST”: If the license applicant does not fulfill any “A” criteria requirements, then it cannot be granted a license to enter the FAZ and CAF competitions.*
- b) “B” criteria – “MUST”: If the license applicant does not fulfil any “B” criteria required, then it may be subject to sanctions as specified by the licensor but may still qualify to receive a license to enter the CAF inter-clubs competitions.*
- c) “C” criteria – “BEST PRACTICE”: C criteria are best practice recommendations. These criteria are best practice recommendations and the Non-fulfillment of any C criteria may or may not lead to a sanction or the refusal of the necessary license. Where the club has not met these criteria, a formal, time-bound work plan is required to be submitted to the association within 7 days of receiving the FIB decision. Failure to do so will attract sanctions/penalties.*

To qualify for a license, the applicant must fulfill “A” Criteria, “B” criteria and fairplay rules. License applicants meeting “A” criteria and fair play rules but breaching “B” Criteria may be awarded license with sanctions.

4.2 The Application Process

The License applicant shall submit, within stipulated timelines, an application to participate in FAZ/CAF competitions:

- i. In writing*
- ii. In English written language*
- iii. All documents relevant to support the application as guided by the FIB*

4.2.1 The First Instance Body (FIB)

The application shall be submitted to the FIB through the office of the Club Licensing Manager at FAZ within the stipulated timeframe. The FIB is the sole body empowered to review and recommend award/refusal of license to participate in FAZ/CAF competitions:

- i. FAZ Executive Committee shall decide on the composition and quorum of the FIB, which quorum must be a minimum of three members with the Chairman having the casting vote.*
- ii. FAZ may recommend administrative staff to assist the member association or its affiliated league as members of the FIB, with the exception of the Club Licensing Manager, who may not be member of the FIB.*
- iii. Members of the FIB who are appointed in accordance with the statutes of FAZ may not simultaneously be part of any other judicial body of FAZ and shall at all times impartially discharge their responsibilities.*
- iv. Members of the FIB are required to declare interest, in writing, where any may exist and/or be perceived to exist such as close relations (Family, close friends etc) with Executive Members of a club.*
- v. The FIB shall decide on whether a license shall be granted to an applicant club on the basis of the written documentation provided and physical inspection of administrative/sporting infrastructure in accordance with the provisions of the national club regulations as at the submission deadline set by the licensor.*
- vi. In the event of a license refusal, such decision must be in writing and set out the reason for such refusal.*

4.2.2 The Appeals Body (AB)

The AB is responsible for the review of any appeal lodged by the applicant (Club) post refusal of the FIB to award a license to an applicant.

- i. FAZ Executive committee shall decide on the quorum for the decisions of the AB. The quorum must be a minimum of three members. The chairman shall have the casting vote.*
- ii. Members of the AB may not be simultaneously members of any other statutory body or committee of FAZ.*
- iii. The AB shall decide on submitted written appeals and make a final and binding decision on whether a license should be granted or not.*
- iv. Appeals may only be lodged by:*
 - a) The license applicant following a refusal by the FIB;*

- b) *FAZ – Club Licensing Manager*
- v. *The AB shall make its decision based on the evidence provided by the license applicant or the licensor with its request of appeal.*
- vi. *In the case of a license refusal, the decision must be put in writing and include reasoning.*
- vii. *The administrative staff of FAZ and its affiliated league may not be members of the AB.*
- viii. *The AB shall make its decision based on the decision of the FIB and use the information as contained in applicant’s submission to FIB. The AB is **NOT mandated to carry its own appraisal of the application** but serve to adjudicate the accuracy/basis of refusal by the FIB to grant license.*
- ix. *The AB shall not receive any additional information not part of the application the applicant made to FIB.*
- x. *In the case of License refusal, the decision must be put in writing to the appellant with reason for refusal.*
- xi. *The FAZ Executive committee shall decide on the formation of members in the Appeals Body and on the elections or the designation of its members. A minimum of 2 individuals competent in Law (Qualified lawyers) is mandatory.*
 - a) *The rules set out in this document are tiered into two namely:*
 - 1) *Rules applicable to Premier League clubs*
 - 2) *Rules applicable to Division 1 clubs*

4.2.3 Decision-Making Procedure

The applicant shall, within the stated timelines submit to the FIB through the FAZ Club Licensing Manager an application along with all supporting documents for the award of license to participate in CAF/FAZ competitions.

- i. **Representation:** *at a minimum, the FIB shall be composed of at least a legal person (practicing), and individual with financial background. The AB shall have at least two legal persons (practicing).*
- ii. **Language and communication:** *both the licensee and the licensor shall communicate in English. All communication between the licensor and licensee shall be in communication.*
- iii. **Time Limit for Appeal:** *the applicant shall appeal against the decision of the licensor within a period of 7 working days in writing. Any appeal lodged post 7 days from the day of receipt of decision shall be invalid.*
- iv. **Burden of proof:** *the license applicant is responsible for providence of any proof to support any appeal lodged.*
- v. **Timelines:** *The FAZ General Secretary and/or Deputy General Secretary, in collaboration with the FIB Chairman shall put in place a licensing calendar. The calendar shall stipulate submission timelines, physical inspection timeframe, decision period and appeals window. The guiding principles for the calendar shall be:*
 - a) *The calendar must be within the CAF licensing calendar for continental competitions.*
 - b) *The Calendar must give ample time for applicants to lodge appeal in the event of refusal.*
- vi. **Equal Treatment:** *to safeguard the principle of equal treatment, the following guidelines apply:*
 - b) *All clubs shall be appraised on same standard criteria as set out in the FAZ Club Licensing regulations.*
 - c) *Notification to clubs on club licensing calendar shall be disseminated on the same day to all clubs.*

4.2.4 Fair Play Rules

The purpose of this section is to institute fair play rules to govern competitiveness and eliminate the likelihood, appearance and/or existence of practices that may disadvantage other teams in the competition.

4.2.4.1 Independence of Licensee: *Applicants for license to participate in FAZ competitions must not, directly or indirectly be managed, interfered with and/or owned by persons affiliated with another club participating in same competition.*

4.2.4.2 Ownership of Licensee: *Applicants for license to participate in FAZ competitions must not have an individual/company owning more than 20% shareholding in another participant.*

4.2.4.3 Sponsorship: *No two applicants for license to participate in same FAZ competition maybe wholly sponsored by the same individual/corporate. The FAZ executive may give moratorium period for compliance a period to which is to be expressed in writing accompanied by an action plan by the license applicant to full compliance.*

4.2.4.3 Training for visiting team: *The hosting team shall, without any prejudice to disadvantage visiting team, provide either own training pitch and/or actual match day venue (stadium) for the visiting team to use for match day preparations. It is the duty of the hosting team to provide required training pitch and facilities for the visiting team.*

4.2.4.4 Security for visiting team: *the hosting team shall ensure there is adequate security for the visiting at residence, in transit and stadium.*

4.2.4.5 Match day pitch conditions *must be suitable for play and provide appropriate quality so as to safeguard the health and safety of the players, officials and spectators.*

5.0 Licensing requirements

This section outlines the minimum requirements that the licensor requires for the award license to participate in CAF/FAZ competitions. The FIB shall carry out physical verification post assessment of the application submitted by the license applicant. The Criteria is in five (5) categories all partitioned between "A", "B" and "C" criteria. The categories are:

- i. Sporting Criteria*
- ii. Infrastructure criteria*
- iii. Personnel and Administration Criteria*
- iv. Legal Criteria*
- v. Financial Criteria*

For each licensing period, FAZ shall communicate the licensing calendar accordingly to which all license applicants are required to meet.

5.1 Sporting Criteria

For the development of football in Zambia, it is vital to have a broad-base of professional footballers available, with a good pipeline of young skilled and motivated footballers adequately supported by qualified personnel. The objectives of the sporting criteria are:

- i. License applicants invest in quality-driven youth development programs
- ii. License applicants support football education and encourage non-football education
- iii. License applicants foster medical care of their youth players
- iv. License applicants practice fair play on and off the pitch.

The advantages for the licensee are as follows:

- i. Under FIFA transfer system, clubs that have trained players younger than 23 who are then transferred internationally receive financial compensation. Clubs will thus receive a return for their investment if they train young players
- ii. Clubs develop a playing philosophy and commend patronage from communities where the young players come from, leading to a solid support base vital for commercial purposes.
- iii. Clubs with a good youth system sustain competitiveness over a longer period of time.

5.1.1 "A" Criteria

Serial Number	Grade		Description
S01	A		<p>YOUTH DEVELOPMENT PLAN</p> <p>A license applicant must have detailed, written youth development plan. The youth development must have the approval of the Board, evidenced by board minutes and resolutions, including funding principles. The plan must outline:</p> <ol style="list-style-type: none"> a) Objectives and the philosophy of the youth development b) Organization of the youth development department: <ul style="list-style-type: none"> • Management structure • Youth teams (minimum is two teams of U20 for age group 15-20yrs and

			<p style="text-align: right;"><i>second team U14 for age group 10-14yrs)</i></p> <ul style="list-style-type: none"> • <i>List of players in youth development. Along with age proof for each player.</i> <p>c) <i>Personnel: these cannot be same individuals managing the main team.</i></p> <p>d) <i>Infrastructure available for Youth: the License applicant must have training pitches, match facilities, changing rooms, training equipment and logistical capabilities. Where these are outsourced and/or utilizing FAZ facilities, a signed agreement/contract must be submitted along with the license application as part of mandatory requirements.</i></p> <p>e) <i>Financial resources for youth sector: there must be evidence of budget allocation to youth development in the budget. A detailed expense/revenue projection for the upcoming calendar specific to youth development must be submitted along with the application.</i></p> <p>f) <i>Football education for different age groups must be detailed in the development plan. This includes:</i></p> <ul style="list-style-type: none"> • <i>Playing skills</i> • <i>Technical education</i> • <i>Tactical education</i> • <i>Physical education</i> <p>g) <i>Education program on the laws of the game</i></p> <p>h) <i>Medical support to youth players i.e. schedule of full medical check-ups, policy for care of injured players.</i></p> <p><i>The youth development program must further show commitment to and support for mandatory and complimentary school education for youth players.</i></p>
S02	A		Youth Teams

			<p><i>The License applicant must have, at minimum, the following youth teams within its legal entity or affiliated to its legal entity:</i></p> <p>a) <i>One team of U20 for age group 15-20yrs</i></p> <p>b) <i>One team U14 for age group 10-14yrs</i></p>
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5.1.2 One Time Protocol

Where the license applicant doesn't have a youth development program already implemented, it is required that applicant submits a detailed program with time-scale of implementation to which the FIB shall periodically inspect implementation progress. A license maybe revoked and/or sanctions invoked where there is no tangible progress noted.

5.2 Infrastructure Criteria

The criteria and requirements detailed in this section are based mainly on the following documents:

- *The laws of the game (IFAB)*
- *The FIFA handbook Football Stadiums – technical recommendations and requirements*

On basis of these, strict minimum requirements have been established. Because infrastructure is seen as long time investment, criteria under "C" can be implemented over a period of 2 years effective the date of adoption of this document. However, it is recommended that "C" criteria requirements are incorporated into stadium improvement plans for the license applicant as these may become compulsory.

The objectives of infrastructure are:

- *License applicants have approved stadium available for playing club competition matches that provides spectators and media and press representatives with well-equipped, well-appointed and safe and comfortable stadium.*
- *License applicants have suitable training facilities for their players to help them improve their technical skills.*

The benefits for the clubs include the following:

- *Increased match day attendance: it is appreciated that people will only come to the stadium where atmosphere, facilities and conditions are attractive.*
- *Increased match day fan attendance increases club revenue that can be re-invested to improve the club.*
- *A good playing surface and sporting requirements motivate players from both and opposing teams to show their skills, thereby providing much required entertainment to spectators.*
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5.2.1 "A" Criteria

Serial Number	Criteria	Description
101	A	<p><i>Stadium Certificate</i></p> <p><i>The stadium must have a safety certificate issued by the local council/Municipal. The certification must be related to safety requirements, including evacuation plan in an emergency.</i></p> <p><i>The certificate must not be more than 2 years old.</i></p>
102	A	<p><i>Stadium Control Room</i></p> <p><i>The stadium must have a control room with a view to observe the whole stadium. The room should be situated in such place as able to view the entire stadium.</i></p>
103	A	<p><i>Stadium capacity</i></p> <p><i>The minimum capacity of the stadium shall be 1,000 persons for Premier Division</i></p>
104	A	<p><i>Stadium availability</i></p> <p><i>The License applicant must have a stadium available to host club competitions.</i></p> <p><i>Alternative 1: the applicant legally owns the stadium. Proof will be title deed to the land and developments to be submitted.</i></p> <p><i>Alternative 2: The license applicant may provide a written contract with the owner of a stadium or with owners of different stadiums it will use. The contract must guarantee availability of the stadium at matchdays.</i></p>
105	A	<p><i>Stadium Floodlighting</i></p> <p><i>It is mandatory that the stadium must have flood lighting to accommodate evening matches.</i></p>
106	A	<p><i>Stadium Spectator Arena</i></p> <p><i>Each stand in the stadium must capable of being divided into separate sectors for security</i></p>

		<i>and safety requirements. Each section must have adequate emergency exits.</i>
107	A	<p><i>Stadium First Aid and Doping control room</i></p> <p><i>The stadium must be equipped with first-aid room (s) to care for spectators in need of medical attention. The first aid room must be equipped with first aid requirements. A minimum of 4 first aid rooms with necessary equipment are mandatory e.g. medical beds, first aid kit.</i></p> <p><i>The stadium must have a doping control room near to the team’s and referee’s dressing rooms and inaccessible to public and media.</i></p>
108	A	<p><i>Match official changing room</i></p> <p><i>The stadium must have a changing room for match officials equipped with shower rooms, lockers, seats, toilets.</i></p>
109	A	<p><i>Field of Play</i></p> <p><i>The playing field must comply with the laws of the game and be:</i></p> <p><i>Alternative 1: Natural Grass</i></p> <p><i>Alternative 2: Artificial turf meeting the standards set by FIFA/CAF, subject to approvals.</i></p>

5.2.2 “B” Criteria

Serial Number	Criteria	Description
110	B	<p><i>Stadium – Ground Rules</i></p> <p><i>The stadium must have rules clearly articulated at all entrance and affixed in different sections of the stadium. These rules, at the minimum must contain the following:</i></p> <ol style="list-style-type: none"> <i>1. Right of admission</i> <i>2. Seating rules: only persons with the ticket are permitted to be in the relevant stand/section and take designated seats – where these are allotted.</i> <i>3. Prohibitions, <u>at the minimum</u>, must include:</i>

		<ul style="list-style-type: none"> • <i>Prohibition of violence, whose penalty is eviction and stadium ban</i> • <i>Entering field of play whose penalty is stadium ban</i> • <i>Racist behavior whose penalty is lifetime stadium ban</i> • <i>Abusive/foul language</i> • <i>Prohibition of alcohol in the stadium</i> • <i>Fireworks.</i> • <i>Fire arms and/or any weapons.</i> <p><i>Clear and adequate signage for all</i></p>
111	B	<p><i>Training Facilities</i></p> <p><i>The training facilities must be available to the club throughout the year.</i></p> <p><i>Alternative 1: The license applicant may legally own the training facilities, evidenced by title deeds to the land and developments.</i></p> <p><i>Alternative 2: the license applicant may provide written/executed contracts with the owners of the facility (s) valid for a period of at least the competition’s season.</i></p>
112	B	<p><i>Stadium Sanitary facilities</i></p> <p><i>Each stand must provide sufficient toilet facilities for both sexes. These must include washing facilities with at least tissue, cold water running with hand dryers. Towels are discouraged. The toilets must be flushing and cleaners available on match-day to ensure required sanitation requirements.</i></p>

5.2.3 “C” Criteria

Serial Number	Criteria	Description
113	C	<p><i>Stadium Individual Seats</i></p> <p><i>The stadium must be equipped with individual seats the must be:</i></p> <ul style="list-style-type: none"> • <i>Fixed to the floor</i> • <i>Separate from the others</i> • <i>Comfortable</i> • <i>Numbered/seriated</i> • <i>Have a backrest of a minimum of 30cm when measured from the seat.</i>

114	C	<p><i>Stadium Covered Seats</i></p> <p><i>At the minimum, the seats in VIP stand must be covered.</i></p>
115	C	<p><i>Stadium – Accommodation of visiting supporters</i></p> <p><i>At the minimum, 10% of the approved stadium capacity must be allocated to supporters of the visiting team.</i></p>
116	C	<p><i>Stadium Signposting</i></p> <p><i>All public direction signs inside and outside the stadium must be presented in internationally understandable pictographic language.</i></p> <p><i>Clear and comprehensive sign posting must be provided at the stadium approaches, around and throughout the stadium to point the way to different sectors.</i></p>
117	C	<p><i>Stadium Media and Press facilities</i></p> <p><i>There must be suitable media and press facilities. The following should be in place:</i></p> <ul style="list-style-type: none"> • <i>Press/working room accommodating atleast 10 persons.</i> • <i>Press conference room, equipped with sound system.</i> • <i>There must be a designated area within the stadium for late press accreditation.</i> • <i>In stadium, a section for the press with adequate space to accommodate a laptop and notepad.</i> • <i>Parking area must have designated parking space for OB vans and media equipment vans</i> • <i>The minimum number of media personnel seating area in the stadium is 10.</i>
118	C	<p><i>Stadium – Disabled spectators</i></p> <p><i>The stadium must have a section to accommodate disabled spectators and their accompaniments.</i></p>

5.3 Personnel and Administrative Criteria

Running a sustainable football club requires strategic, financial and dynamic management. Football clubs have a task of divesting income streams other than sponsorship, gate takings and TV rights. To achieve this, a strong management team is required to manage a football club.

The objectives of the personnel and administration criteria are that:

- License applicants are managed in a professional, with a philosophy of play, identity and building, in the long term, a loyal support base.
- License applicants have available well-educated, qualified and skilled specialists with a certain know-how and experience. It is the expectation of FAZ that clubs will be run by competent individuals with ability to run a football club as a profitable going concern with a distinct organizational culture.
- The players of the first and other teams are trained by qualified coaches and supported by the necessary medical staff.

Therefore, professional support should be sought from specialists from various economic disciplines such as marketing, finance, entertainment, media, strategic management etc.

5.3.1 Benefits to the club

A professionally run football club with corporate governance principles embedded in its organizational culture attracts many benefits:

- Builds investor confidence, thereby sustaining a steady stream of income from multiple sponsorship deals.
- Achieves reputable brand that builds fan loyalty, vital for sustainability of the club.
- Achieves sustainable growth and success both on and off the pitch over generations.
- Qualified technical staff builds a style of play for the club that attracts high quality playing staff.

5.3.2 “A” Criteria

The following criteria shall apply accordingly.

Serial Number	Criteria	Description
P01	A	<p>Club Secretariat</p> <p>The license applicant must have available office space to run its administration. At the minimum, the following must be in place:</p> <ul style="list-style-type: none"> • Permanent offices for the CEO, Club Secretary, Technical dept., Marketing/communications Dept. and Finance Director. • Display of all regulatory/legal certificates i.e. certificate of incorporation, Council Licences, fire etc.

		<ul style="list-style-type: none"> • <i>Outside branding/labeling clearly indicating as club headquarters/secretariat.</i> • <i>Office equipment must be in place: desks/chairs, Internet connectivity, computers, printer (s).</i> • <i>Must have a club mail domain for official communication to ensure confidentiality of communication and privacy.</i>
P02	A	<p><i>General Manager/CEO</i></p> <p><i>This must a full-time employment appointed by the board either on fixed term or on permanent and pensionable terms. The GM/CEO's tenure of office should not be atleast covering the full season for which the licensee is applying for participation.</i></p>
P03	A	<p><i>Finance Manager/Director</i></p> <p><i>The license applicant must have appointed a qualified finance officer responsible for its financial matters. This is a full time position and must be occupied by a person with a financial qualification (ZICA/ACCA/CIMA/BACC etc) from a reputable/recognized institution and must be a member of ZICA.</i></p> <p><i>The appointed must be made by the Board of the Club.</i></p>
P04	A	<p><i>Security Officer</i></p> <p><i>The License applicant must have appointed a qualified security officer with relevant qualifications and/or experience responsible for safety and security matters.</i></p>
P05	A	<p><i>Marketing Manager/Officer</i></p> <p><i>The license applicant must appoint a qualified individual for the purposes of marketing and communications, with the relevant qualifications in marketing and/or communications. This position must a full-time position to be employed either on fixed term period or on permanent employment basis.</i></p>
P06	A	<p><i>Medical Doctor</i></p> <p><i>The lisencc applicant must have employed atleast one qualified medical doctor and one physiotherapist responsible for providing medical support and advice to the first squad as well as doping prevention policy. He must ensure medical support during matches and training.</i></p>

		<p><i>The Doctor must be qualified and certified by the Government of the Republic of Zambia and must be a member of the Doctors Association of Zambia.</i></p>
P07	A	<p><i>Head Coach for the First Team</i></p> <p><i>The first team coach must have:</i></p> <ol style="list-style-type: none"> <i>1. The highest level CAF license and/or UEFA B License or;</i> <i>2. Must already have FAZ minimum coaching criteria AND in process of acquiring requirement in (1).</i> <p><i>The Head coach is a full time position in the club. The office of the Head coach must be equipped with tactical boards and necessary tools.</i></p>
P08	A	<p><i>Head - Youth Development</i></p> <p><i>The License applicant must have appointed a head of youth development program responsible for running the daily business and the technical aspects of the youth dept.</i></p> <p><i>This is a full time position in the club appointed either on fixed term contract or permanent employment conditions.</i></p> <p><i>The head of youth development program must:</i></p> <ol style="list-style-type: none"> <i>1. Must hold a valid CAF B license and/or any UEFA technical license.</i> <i>2. Must already have FAZ Minimum coaching license AND already undertaking CAF B license or any UEFA Licence.</i> <p><i>The appointment of the Head of Youth Development must have been done by the relevant body of the club as per the constitution.</i></p>
P09	A	<p><i>Youth Coaches</i></p> <p><i>The lisenze applicant must have appointed for each youth team atleast one (1) coach responsible for the team in football matters</i></p> <p><i>The youth coach must hold the minimum of any qualification in youth football coaching from either CAF and/or UEFA. Alternatively, the person must have at least certification of FAZ technical dept. for youth development.</i></p>

P10	A	<p><i>Staff Pension Fund</i></p> <p><i>The License applicant must have a staff pension fund with a reputable insurance company of choice.</i></p> <ul style="list-style-type: none"> <i>a) The Pension must cover all playing and non-playing staff.</i> <i>b) Mandatory submission includes pension agreement with the insurance company.</i> <i>c) The scheme should be transferable from one club to another without penalty to the beneficiary</i> <i>d) Both employee and employer monthly contributions are mandatory as part of contractual remuneration.</i>
P11	A	<p><i>Player Medical Scheme</i></p> <p><i>The License applicant must have a comprehensive medical scheme and/or insurance with relevant Hospital/Insurance company to cover for medical emergencies and surgical operations for ALL playing staff in both youth and senior team.</i></p>
P12	A	<p><i>Safety and Security stewarding</i></p> <p><i>The License applicant must have in policy a policy/procedure guideline establishing safety and security organization for home matches by employment of steward. At minimum, the applicants' safety and stewarding guidelines/standards must include:</i></p> <ul style="list-style-type: none"> <i>1. Minimum number of stewards required on matchday</i> <i>2. State if stewards are to be employees of the club, or subcontracted or employed by stadium owner.</i> <i>3. Where stewards are to be employed by stadium owner, same must be part of lease agreement.</i> <i>4. At time of application, the license applicant must have submit documentary proof on option taken, over and above the Safety and security guideline policy.</i>

5.3.3 “B” Criteria

Serial Number	Criteria	Description
P11	B	<p><i>Rights and Duties</i></p> <p><i>The rights and duties of the license applicants’ staff members defined in P01 to P12 must be defined in writing as part of contracts and/or appointment conditions.</i></p>
P12	B	<p><i>Duty to notify significant changes</i></p> <p><i>Any event occurring after the submission of the licensing documentation to the licensor representing a significant change compared to the information previously submitted and related to criteria P01 to P09 must be notified to the licensor by set deadline.</i></p>

5.4 Legal Criteria

This chapter defines the minimum legal criteria for license applicants. It is vital that the sporting integrity of club competitions be protected at all times. Fundamentally, it is profoundly important that no legal entity and/or individual is in a position to influence the management, administration and/or sporting performance of more than one club participating in the same club competition.

The criteria herein prescribe shall apply.

5.4.1 “A” Criteria

Serial Number	Criteria	Description
L01	A	<p><i>The license applicant must submit a legally valid declaration confirming the following:</i></p> <p><i>a) it recognizes as legally binding the statutes, rules and regulations and decisions of FIFA, CAF, the member association and where such exists the national league;</i></p> <p><i>b) it recognizes the exclusive jurisdiction of the CAS (Court of Arbitration for Sport in Lausanne) for any dispute of international dimension and in particular involving FIFA and/or CAF;</i></p> <p><i>c) it recognizes the prohibition to recourse to ordinary courts under the Statutes of FIFA and CAF;</i></p>

		<p>d) At national level it will play in competitions that are recognised and endorsed by the member association (national championship, national cup, etc.) ;</p> <p>e) At continental level it will play in competitions that are recognised by CAF. For the avoidance of doubt, this provision does not relate to friendly matches;</p> <p>f) it undertakes to abide by and observe the provisions and conditions of the national regulations;</p> <p>g) all submitted documents are complete and correct; h) it authorizes the competent club licensing authority to examine documents and seek information and in the event of any appeal procedure– to seek information from any relevant public authority or private body according to national law;</p> <p>i) it acknowledges that FIFA and/or CAF reserves the right to execute post checks at national level reviewing the assessment procedures and the decision making in case CAF fails to implement it.</p> <p><i>This declaration must be validated by an authorized signatory no more than three months prior to the corresponding deadline for its submission to the licensor.</i></p>
L02	A	<p>STATUTES AND REGISTER EXTRACT</p> <p><i>The license applicant must submit the following information:</i></p> <p>a) a copy of valid statutes;</p> <p>b) an extract from a public register (trade register, etc.) containing information on the license applicant (such as name, address, legal form, list of authorized signatories and type of required signature).</p>
L03	A	<p>OWNERSHIP AND CONTROL OF CLUBS</p> <p><i>The license applicant must submit a legally valid declaration confirming no physical or moral person involved in the management, administration, and/or sporting performance of the club, either directly or indirectly</i></p> <p>a) holds securities or shares of any other club participating in the same competition ; or</p> <p>b) holds a majority of the shareholders’ voting rights of any other club participating in the same competition; or</p> <p>c) has the right to appoint or remove a majority of the members of the administrative, management or supervisory body of any other club participating in the same competition; or</p>

		<p>d) is a shareholder and alone controls a majority shareholders' voting rights of any other club participating in the same competition, pursuant to an agreement entered into with other shareholders of the club in question;</p> <p>e) is a member of any other club participating in the same competition;</p> <p>f) is involved in any capacity whatsoever in the management, administration and/or sporting performance of any other club participating in the same competition;</p> <p>g) has any power whatsoever in the management, administration and/or sporting performance of any other club participating in the same competition.</p> <p><i>This declaration must be validated by an authorized signatory no more than three months prior to the corresponding deadline for its submission to the licensor.</i></p>
L04	A	<p>REGULATORY REGISTRATION</p> <p><i>The purposes of these requirements are to ensure that clubs participating in FAZ/CAF/FIFA competitions do not breach any local laws that may impair their participation in these competitions during the season/competition. For example, non-payment of taxes may trigger a garnishee from tax authorities, thereby crippling the club's operations.</i></p> <p><i>The License applicant MUST:</i></p> <ul style="list-style-type: none"> a) <i>Be registered as a limited company with PACRA.</i> b) <i>Be Registered with Zambia Revenue Authority for tax compliance purposes.</i> <p><i>A tax compliance certificate is mandatory for every application.</i></p>

5.5 Financial Criteria

5.5.1 Introduction

The preparation and presentation of financial statements must be in compliance with ZICA and International Standards at all times. Detailed financial statements (audited and unqualified) must be presented as part of the application for a club license.

5.5.2 Objectives

The financial criteria aim principally to:

- *improve the economic and financial capability of the clubs;*
- *increase clubs' transparency and credibility; and*

- *place the necessary importance on the protection of creditors.*

Benefits Implementation of the financial criteria will help deliver both short and long-term improvements for clubs, the licensors and the football family in general. For the football family in general, the financial criteria should help to:

- *Safeguard the continuity and integrity of competitions;*
- *Increase the transparency and credibility of clubs’ financial operations;*
- *Improve confidence in the probity of the football industry;*
- *Create a more attractive market for the game’s commercial partners and investors; and*
- *Provide the basis for fair competition, because competition is not just about the teams on the pitch. For the licensors, the financial criteria should help to:*
 - *Improve their understanding of the financial position and prospects of their member clubs;*
 - *Encourage clubs to settle liabilities to creditors on a timely basis;*

For FAZ, the financial criteria should help to:

- *Improve their understanding of the financial position and prospects of their member clubs;*
- *Encourage clubs to settle liabilities to creditors on a timely basis;*
- *enhance transparency in the money flow of clubs;*
- *enhance their ability to be proactive in assisting clubs with financial issues; and*
- *provide a starting point for club benchmarking at a national level for those licensors and clubs who want to develop this aspect.*

For the clubs, the financial criteria should help to:

- *Improve the standards and quality of financial management and planning activities;*
- *Enable better management decision-making;*
- *Enhance clubs’ financial and business credibility with stakeholders;*
- *Improve financial stability; and*
- *Enhance revenue-generating ability and cost management.*

5.4.4 “A” Criteria

F01	A	<p><i>ANNUAL FINANCIAL STATEMENTS– AUDITED</i></p> <p><i>Regardless of the legal structure of the license applicant, annual financial statements consisting of a balance sheet, profit and loss and notes based on</i></p>
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		<p><i>national legislation for moral persons shall be prepared and audited by independent auditors.</i></p> <p><i>The financial statements must include the following minimum information in respect of the balance sheet.</i></p> <p><i>Current assets</i></p> <p><i>01) cash and cash equivalent;</i> <i>02) accounts receivable from players' transfers;</i> <i>03) accounts receivable from group entities and related parties;</i> <i>04) accounts receivable – other;</i> <i>05) Inventories.</i></p> <p><i>Non-current assets</i></p> <p><i>06) tangible fixed assets;</i> <i>07) intangible assets – players;</i> <i>08) intangible assets – others;</i> <i>09) investments.</i></p> <p><i>Current liabilities</i></p> <p><i>10) bank overdrafts and loans;</i> <i>11) accounts payable relating to players transfers;</i> <i>12) accounts payable to group entities and related parties;</i> <i>13) accounts payable – others; 14) tax liabilities;</i> <i>15) short-term provisions;</i></p> <p><i>Non-current liabilities</i></p> <p><i>16) bank and other loans;</i> <i>17) other long-term liabilities;</i> <i>18) tax liabilities;</i> <i>19) long-term provisions</i></p> <p><i>Net assets/ liabilities.</i></p> <p><i>20) Net assets/ liabilities.</i></p>
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		<p>Equity 21) Treasure shares ; 22) Issued capital and reserves.</p> <p><i>The minimum requirements for the content in respect of profit and loss account are as follows:</i></p> <p>Revenue</p> <ul style="list-style-type: none"> a) Gate receipts; b) sponsorship and advertising; c) broadcasting rights; d) commercial e) other operating income. <p>Expenses</p> <ul style="list-style-type: none"> f) cost of materials; g) employee benefits expenses; h) depreciation and amortisation; i) impairment of fixed assets; j) other operating expenses. <p>Other</p> <ul style="list-style-type: none"> k) profit /loss on disposal of assets ; l) finance costs ; m) tax expenses ; n) profit or loss after taxation. <p><i>The annex notes to the annual financial statements shall be presented in a systematic manner. Each item on the balance sheet, profit and loss account be cross-referenced to any related information in the notes. The minimum requirements for information are as follows:</i></p> <p>a) Accounting policies</p> <p><i>The basis for preparation of the financial statements and a summary of the significant accounting policies used.</i></p>
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		<p>b) Controlling party</p> <p><i>When the reporting entity presenting the financial statements is controlled by another party, there must be disclosure of the related-party relationship and the name of that party and, if different, that of the ultimate controlling party. If the controlling party or ultimate controlling party is not known, that fact shall be disclosed.</i></p> <p>c) Ultimate owner</p> <p><i>There must be disclosure of the owner(s) of the license applicant. When the reporting entity is controlled by another party, there must be disclosure of the ultimate owner(s) controlling such third party.</i></p> <p>d) Related party transactions</p> <p><i>If there have been transactions between related parties during the period, the reporting entity shall disclose the nature of the related-party relationship, as well as information about the transactions during the period and outstanding balances of the period end necessary for an understanding of the potential effect of the relationship on the financial statements.</i></p> <p>e) Other disclosure</p> <p><i>Any additional information or disclosure that is not presented in the balance sheet, profit and loss statement or cash-flow statement, but is relevant to an understanding of any of those statements and/or is required to meet the minimum financial information requirements.</i></p>
F02	A	<p><i>No payables overdue towards football clubs arising from transfer activities.</i></p> <p><i>The licence applicant must prove that it has no payables overdue (final and binding decisions of the FIFA Players' Status Committee, the FIFA Dispute Resolution Chamber, the Court for Arbitration for Sport, etc.) towards football clubs arising from transfer activities as at 31 December of the year preceding the season to be licensed, unless by the following 31 March they have been fully settled, deferred by mutual agreement with the creditor or are subject a not obviously unfounded dispute, submitted to competent authority.</i></p>
F03	A	<p><i>No payables overdue towards employees and social/tax authorities</i></p>

		<p><i>The license applicant must prove that, in respect of contractual and legal obligations with its current and former employees (including all professional players according to the applicable FIFA Regulations for the Status and Transfer of Players and the general manager, the finance officer, the security officer, the medical doctor, the physiotherapist, the head coach of first squad, the head of youth development programme and the youth coaches; list exhaustive) it has no payables overdue towards employees and social/tax authorities as at 31 December of the year preceding the season to be licensed, unless by the following 31 March they have been fully settled, deferred by mutual agreement with the creditor or are subject a not obviously unfounded dispute, submitted to competent authority.</i></p>
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6.0 Regulations applicable to the National Division 1 teams

The Football Association of Zambia recognizes that the teams participating in lower divisions may not have the capability and ability to meet all the requirements herein being required. At the same time, it is important that the teams participating in division one aspire and do get promotion to super division in succeeding season. For this reason, readiness and capability to participate in the super division is required to be in place prior to promotion – at the least, on core requirements.

Therefore, teams participating in the National Division 1 will be required to meet the following minimum criteria to be granted a licence to participate in that division:

Criteria	Sub-Criteria
<i>Sporting Criteria</i>	<i>N/A</i>
<i>Infrastructure Criteria</i>	<p><i>“A” Criteria:</i> <i>I01, I04, I07, I09</i></p> <p><i>“B” Criteria</i> <i>I10</i></p>
<i>Personnel and Administration Criteria</i>	<p><i>“A” Criteria</i> <i>P01, P03, P06, P07(2), P12</i></p>
<i>Legal Criteria</i>	<i>L01, L02,L03, L04</i>
<i>Financial Criteria</i>	<i>F01, F02</i>

7.0 Inspections

The FIB shall carry out scheduled inspections of infrastructure facilities independent of the association to ascertain/affirm the veracity of documents the application the applicant has submitted. Furthermore, the FIB shall conduct spot checks during the course of the season to ensure sustained compliance of different aspects of the licensing requirements throughout the course of the season. These checks shall be conducted at short notice, of such notice not being less than 5 day's notification to the affected licensed club.

8.0 Sanctions

CAF Guidelines mandate that penalties be stipulated in the national club licensing rules. It is expected that all the mandatory requirements herein set out in the FAZ Club licensing rules shall be met by all clubs. Where a license does not and/or fails to meet the minimum standards set out, or, during the course of the licensed period breaches any of the mandatory regulations set out, penalties as set out in the schedule of penalties shall be applied by the association.

<i>Criteria/Requirement</i>	<i>Penalty</i>
<i>Failure to submit documents on time</i>	<i>A fine not less than ZMW15,000 payable within 7 working days and/or 3points deduction for the season the applicant has applied to participate.</i>
<i>Failure to submit full mandatory documents and/or missing documentation</i>	<i>A fine of not less than ZMW15,000 payable within 7 working days.</i>
<i>Falsification of documents leading to wrongful award of license to participate in FAZ/CAF competition</i>	<i>Revocation of license and removal of club from competitions licensed for.</i>
<i>Failure to meet appeal timeline as set-out in this regulation</i>	<i>Upholding of FIB decision without recourse to the applicant.</i>
<i>Wrongful declaration of financial obligations to players (past and present), Agents (Past and present) and any other related party leading to wrongful award of license to participate in FAZ/CAF competitions</i>	<i>Revocation of license and removal of club from competitions licensed for and penalty of not less than ZMW100,000 payable within 7 working days.</i>
<i>Use of different jersey colors, design and/or material other than those submitted to FIB for which licensed for</i>	<i>3 points deduction.</i>
<i>Breach of fair play rules set out in these regulations, as evidenced from the FAZ match official's report</i>	<i>3 points deduction and a fine of not less than ZMW10,000</i>
<i>Breach of any "A" Criteria rules set out in these regulations during the course of the season, post award of the license and/or as evidenced during FIB spot checks</i>	<i>Revocation of License and removal from participation in competitions. A license will not be granted if breaches are noted at application stage.</i>
<i>Breach of any "B" Criteria rules set out in these regulations</i>	<i>A fine of not less than ZMW35,000 with a moratorium for</i>

<p>during the course of the season, post award of the license and/or as evidenced during inspections/spot checks conducted by the FIB</p>	<p>compliance, at whose expiry a further fine of ZMW60,000 shall apply.</p>
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9.0 Declaration

The FAZ club licensing regulations have been approved by FAZ Executive Committee on The said regulations come into force starting from 1st October 2019.

For the FAZ Executive Committee

The President
Football Association of Zambia

The General Secretary
Football Association of Zambia