



**FUFA MEN'S**  
**CLUB LICENSING**  
**REGULATIONS**

**Edition 2025**

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**Federation of Uganda Football Associations (FUFA)**

**REGULATIONS ON CLUB LICENSING AND  
REGISTRATION**

**2025 EDITION**



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# PRELIMINARY

## ABBREVIATIONS AND DEFINITIONS

### 1. **Accounting policies**

The specific principles, bases, conventions, rules and practices adopted by an entity in preparing and presenting its financial statements.

### 2. **Annual financial statements**

A complete set of financial statements prepared as at the statutory closing date, normally including a balance sheet, profit and loss account, a statement of cash flows and those notes, other statements and explanatory material that are an integral part of the financial statements.

### 3. **Audit**

The objective of an audit of financial statements is to enable the auditor to express an opinion whether the financial statements are prepared, in all material respect, in accordance with an identified financial reporting framework. The phrases used to express the auditor's opinion are "give a true and fair view" or "present fairly, in all material respects", which are equivalent terms. A similar objective applies to the audit of financial or other information prepared in accordance with appropriate criteria. In an audit engagement, the auditor provides a high but not absolute, level of assurance that the information subject to audit is free of material misstatement. This is expressed positively in the audit report as reasonable assurance.

### 4. **Budget**

The schedules containing an entity's future financial information, based on management's assumptions about events that may occur in the future and possible actions by an entity.

### 5. **Cash and cash equivalents**

Cash comprises cash on hand and demand deposits. Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

### 6. **CAF**

Means the "Confederation Africaine de Football".

### 7. **CAF Interclub Competitions**

Means the club competitions organized by CAF.

### 8. **CAF Stadium Regulations**

Regulations which stipulate the requirements for stadiums to be used by clubs for CAF club competition matches.

### 9. **CAF Club Licensing Quality Standard**

A document that defines the minimum requirements with which licensors must comply in order to operate the CAF Club Licensing System.

#### 10. Performance Analyst

A club designated person, trained and qualified by FUFA for handling and operating CATAPULT system at the club

#### 11. Club Licensing Online Platform “CLOP”

The CAF Club Licensing Online Platform is an online tool for managing the club licensing process. The Clop is an IT system developed by CAF for the purpose of gathering information from Applicants/Licensees and for sharing information with Licensors concerning their affiliated clubs, within the scope of the implementation, assessment, and enforcement of these Regulations.

#### 12. Coach

An individual employed in a football-specific occupation by a professional club whose: employment duties consist of one or more of the following: training and coaching players, selecting players for matches and competitions, making tactical choices during matches and competitions; and/or Employment requires the holding of a coaching license in accordance with a domestic or continental licensing regulation.

#### 13. Consolidated financial statement

Consolidated financial statements are financial statements of an entity with multiple divisions or subsidiaries.

#### 14. Continental License

The license an applicant club applies for to compete in the CAF Champions League and CAF Confederation Cup.

#### 15. Continental Criteria

Requirements divided into five categories (sporting, infrastructure, personnel and administrative, legal and financial) to be fulfilled by a Applicant for it to be granted a license to participate in the CAF Champions League and CAF Confederation Cup.

#### 16. Core process

Minimum requirements that the licensor must put in place for verification of compliance with the criteria described in the regulations as a basis for the issue of a license to an applicant.

#### 17. Criteria

These regulations have requirements divided into three categories, A, B, and C.

“A” – Club Licensing Criteria Gradation; **MANDATORY**: If the Applicant does not fulfil any A criteria requirements, then it shall not be granted with a license to participate in FUFA organized competitions.

“B” – Club Licensing Criteria Gradation; **OBLIGATORY**: these are the A and C criteria graduation

requirements against which the applicant was issued a license and that should be upheld throughout the license period. If the Applicant does not fulfil any B criteria gradation, then it may be sanctioned, however the Applicant may still hold the license to continue to play in the FUFA organized competitions.

“C” – Club Licensing Criteria Gradation; **BEST PRACTICE**: these requirements are best practice recommendations. The applicant will score points if these requirements are fulfilled and failure to obtain a pass mark score may lead to refusal to grant a license. Non-fulfilment of any C – criteria does not lead to any sanction.

**18. Deadline for submission of the application to the licensor**

The date by which each licensor requires Applicants to have submitted all relevant information for their applications for a license.

**19. Domestic Criteria**

Requirements divided into categories to be fulfilled by an Applicant for it to be granted a license to participate in the Member Association national competitions.

**20. Employees**

All professional players according to the FUFA Regulations on the Status and Transfer of Players, the administrative, technical, medical and security staff specified in the regulations

**21. FIFA**

Federation Internationale de Football Association.

**22. Financial year**

The financial reporting period as defined in the entity’s founding documents, ending on the date defined as the financial year end.

**23. FIFA Club Licensing Programme**

An effective guideline for the implementation of club licensing and is part of FIFA repositioning club licensing from a regulatory instrument to a flexible and principle-based vehicle for the professionalization of club football.

**24. FIFA Connect System**

An information online system designed and implemented by FIFA that provides the FIFA ID and the API that provides the technical interface between electronic domestic transfer systems, electronic player registration systems and TMS for the electronic exchange of information.

**25. Electronic player registration system:**

an online electronic information system with the ability to record the registration of all players at their association. The electronic player registration system must be integrated with the FIFA Connect ID Service and the FIFA Connect Interface in order to exchange information electronically. The electronic player registration system must provide all registration information for all players from the age of 12 through the FIFA Connect Interface and, in particular, must assign each player a FIFA ID utilizing the FIFA Connect ID Service.

**26. FIFA ID**

The worldwide unique identifier given by the FIFA Connect System to each football stakeholder (club, association and player...).

**27. Independent auditor**

An auditor who is independent of the entity, in compliance with the IFAC Code of Ethics for Professional Accountants. For additional information, visit [www.ifac.org](http://www.ifac.org). The term 'auditor' may also be used when describing related services or assurance engagements other than audits.

**28. License**

Certificate granted by the licensor confirming fulfilment of all mandatory minimum requirements by the licensee in order to participate in a CAF club competition or a National competition of the Member Association.

**29. Applicant**

A Legal entity fully and solely responsible for the football team participating in national and international club competitions which applies for a license.

**30. Licensee**

Applicant which has been granted a license by the licensor.

**31. Licensing administration**

The department or staff within the licensor that deals with club licensing matters.

**32. Licensing season**

The period of time during which a license that has been granted is valid. It commences on the day following the deadline laid down by CAF for submission of licensing decisions by the licensor to CAF and terminates on the day of the same deadline in the following year.

**33. Licensing process**

The process which leads to a license being granted (or denied).

**34. Licensor**

The Body that implements the club licensing system, grants or denies licenses and undertakes certain tasks in respect of the club monitoring process.

**35. List of licensing decisions**

The list submitted by the licensor to CAF containing, among other things, information about the Applicants that have undergone the licensing process and been granted or denied a license by the national decision-making bodies. The list will be in the format established and communicated by CAF.

**36. League**

An organization that is subordinate to an association.

### 37. **May**

Indicates a party's discretion to do something (i.e., optional).

### 38. **Must or shall**

Indicates an obligation to do something (i.e., mandatory).

### 39. **National License**

The license an applicant club applies for, to compete in the national competitions of the Member Association.

### 40. **Member Association**

An association that has been admitted into membership of CAF.

### 41. **Minimum criteria**

Criteria to be fulfilled by an Applicant in order to be granted a license.

### 42. **Registration:**

The act of making a written record containing details of a player on the FIFA Connect System that include:

- the start date of the registration (format: dd/mm/yyyy);"
- the full name (first, middle and last names) of the player;
- date of birth, gender, nationality and status as an amateur or a professional (as per article 2 paragraph 2 of these regulations);
- the type(s) of football the player will play (eleven-a-side football / futsal / beach soccer);
- the name of the club at the association where the player will play (including the FIFA ID of the club);
- the training categorization of the club at the moment of the registration;
- the FIFA ID of the player;
- the FIFA ID of the association."

### 43. **Review**

A review of submitted financial information is carried out by an auditor in order to express a conclusion whether, on the basis of the review, material facts are uncovered that cause the auditor to believe that the financial information may not have been prepared, in all material respects, in accordance with an identified financial reporting framework. A review, in contrast to an audit, is not designed to obtain reasonable assurance that the financial information is free from material misstatement. A review consists of making inquiries, primarily of the persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review may bring significant matters affecting the financial information to the auditor's attention, but it does not provide the evidence that would be required for an audit.

### 44. **Significant change**

Means an event that is considered material to the documentation previously submitted to the licensor and that would require a different presentation if it had occurred prior to the submission of the licensing documentation.

**45. Stadium**

A venue at which a match is played, including the entire premises to the extent that a valid accreditation card or match ticket is required in order to gain access. This is typically the entire property inside the outer stadium perimeter fence.

**46. Statutory closing date**

This is the last day of the entity's Financial Year.

**47. Subsequent events**

Events or conditions occurring after the licensing decision.

**48. Training facilities**

The venue(s) at which a club's registered players undertake football training and/or youth development activities on a regular basis.

**49. Transfermarkt**

An online web platform that has footballing information of players, such as appearances, scores, results, statistics, transfer news, fixtures and player market value for transfers.

## SECTION 1: GENERAL PROVISIONS

### Article 1 **Introduction**

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1. These regulations are divided into 6 main sections:
  - (a) The first section addresses the member association as the “Licensor”, and sets out and explains its responsibilities, as well as defining the Applicant and the licensing bodies including the way the regulations are to be applied;
  - (b) The second section outlines the mandatory criteria the Applicant must meet to be licensed to participate in the Uganda Premier League and FUFA Big League
  - (c) The third section outlines the Obligatory Requirements that must be fulfilled by the Applicant and if not undertaken, corrective measures and deduction of the club licensing points may be applied
  - (d) The fourth section outlines the Best Practices and if fulfilled by the applicant club licensing points are earned
  - (e) The fifth section outlines the Evaluation Procedure
  - (f) The sixth section outlines the final provisions of the regulations.
2. These regulations govern the rights, duties and responsibilities of all parties involved in the FUFA club licensing system and define in particular:
  - (a) The minimum requirements to be fulfilled by FUFA to act as the licensor for its clubs;
  - (b) The minimum procedures to be followed by FUFA in its assessment of the club licensing criteria
  - (c) The minimum sporting, infrastructure, personnel and administrative, legal and financial criteria to be fulfilled by a club to be granted a license by its licensor as part of the admission procedure to enter the Uganda Premier League and FUFA Big League

### Article 2 **Objectives**

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1. The objectives of Club Licensing are to:
  - (a) set minimum standards in football;
  - (b) enforce good football governance by safeguarding the credibility and integrity of club competitions;
  - (c) ensure and enforce clubs’ financial stability and transparency;
  - (d) enhance fans development by clubs;
  - (e) ensure and enforce sporting values in accordance with the principles of fair play as

- well as safe and secure match environments;
- (f) ensure and enforce commitment to youth education and development; To improve the level of professionalism within the football family;
  - (g) ensure and enforce transparency in the ownership of clubs;
  - (h) ensure and enforce transparency in the control of clubs; and
  - (i) produce professionally prepared players for the national teams.
  - (j) create and sustain a football economy

### **Article 3** Scope

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1. These regulations shall establish binding rules and procedures for the issuance of a license to a football club/team to participate in Football Competitions by setting minimum requirements and procedure to be followed by the licensor and the Licensee.
2. A Club License is issued for a specific league division and/or Competition for a particular season. FUFA may also qualify the same license for other Football Competition

### **Article 4** License and Applicant

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#### *Obtaining a License*

1. A Club which qualifies for the 1st and 2nd FUFA Football Divisions on sporting merit must obtain a FUFA club license to participate in FUFA competitions.
2. A Club in the lower league and other FUFA organized, authorized competitions on sporting merit may also obtain a club license.
3. A license expires without prior notice at the end of the season for which it was issued.
4. A license cannot be transferred.
5. A license may be withdrawn by the licensor's decision-making bodies if;
  - (a) Any of the conditions for the issuing of a license are no longer satisfied.
  - (b) The licensee violates any of its obligations under the FUFA club licensing regulations.
  - (c) The licensee violates FUFA Rules and fails to undertake corrective measures as decided by FUFA

#### *Applicant*

1. Only a club that has qualified sportingly in a FUFA authorized/ organized competition may apply for a License.

### **Article 5** The Licensor

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#### *Obligations*

1. The Licensor shall govern the licensing system, appoint the corresponding licensing bodies and determine the necessary processes and content.

2. The Licensor guarantees the Licensee full confidentiality regarding all information given by the Applicant during the licensing process.
3. Anyone involved in the licensing process or appointed by the licensor must sign a confidentiality clause before commencing their tasks

#### Article 6 **Decision-Making Bodies**

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1. The Licensor shall establish appropriate administration structures and appoint staff members.
2. The Licensor shall establish two decision-making bodies, the names of which it shall determine.
  - (a) First-instance body (FIB);
  - (b) Appeals Body (AB)
3. The decision-making bodies shall be independent from each other. They shall receive administrative support from the administration of the Licensor.
4. A member of a decision-making body must in all cases automatically abstain if there is any doubt as to his/her independence towards the Applicant or if there is a conflict of interest.
5. The independence of a member may not be guaranteed if he/she or any member of his/her family (spouse, children, parents, and siblings) is a member, shareholder, business partner, sponsor or consultant, etc. of the Applicant. The foregoing list is illustrative and not exhaustive.
6. The Licensor can hire private and independent entities to evaluate documents and inspect the facilities and submit a report for the decision-making process of the FIB

#### Article 7 **First Instance Body (FIB)**

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1. The FIB shall decide on whether a license shall be granted to an applicant based on the documents provided and in accordance with the provisions of these regulations at the submission deadline set by the Licensor.
2. Unless provided otherwise by the statutes, the FUFA Executive Committee shall decide on the composition of this body.
3. The Licensor shall decide on the quorum of the FIB. The quorum must have a minimum

of three members. The chairman shall have the casting vote.

4. In the case of a licensee refusal, the decision must be communicated in writing with justification.
5. Members of the FIB shall not belong simultaneously to;
6. Any judicial body/Executive committee of the Licensor and must act impartially in the discharge of their duties.
7. The executive body or administration of the licensor or its affiliated league.
8. The Ownership or Management personnel of an affiliated club
9. Members of the FIB shall not act simultaneously as the licensor's club licensing manager or general secretary
10. The Licensor shall appoint a full-time employee as the licensing manager who shall be the Secretary of the FIB.
11. The FUFA Executive Committee shall appoint members of the FIB.
12. FUFA May hire services of consultants and required service providers to analyze the documents and submissions made by the applicants in order to assist to form the opinion of the FIB

#### **Article 8 Appeals Body (AB)**

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1. The AB shall decide on appeals submitted against the decision of FIB in writing and make a final and binding decision on whether a license shall be granted or not.
2. Appeals may only be lodged by the Applicant following a refusal or withdraw of license by the FIB
3. The AB shall make its decision based on the decision of the FIB and only based on the evidence provided by the appellant before the FIB. A written request for appeal shall be made by the set deadline.
4. In the case of a license refusal, the decision must be put in writing and justified.
5. The Licensor shall decide whether the club licensing system comes under the jurisdiction of the arbitration specified in its statutes. In this respect, particular attention shall be paid to the relevant deadlines for entering confederation club competitions.
6. Unless otherwise provided by the statutes, the FUFA Executive Committee shall decide on the composition of the AB.
7. In determining an appeal by the AB, the quorum must be a minimum of three members. The chairperson shall have the casting vote.

8. Administrative staff of the Licensor and the Leagues shall not be members of the AB.
9. Members of the AB shall not belong simultaneously to;
  - (a) Any other judicial body/Executive committee of the Licensor.
  - (b) The executive body or administration of the licensor or its affiliated league.
  - (c) The Ownership or Management personnel of an affiliated club
10. Members of the AB shall not act simultaneously as the licensor's club licensing manager and or general secretary
11. The FUFA Executive Committee shall appoint members of the AB.

#### **Article 9 Decision-Making Procedure**

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1. In these regulations or in a specific regulation or circulars, the Licensor shall define procedural rules with respect to decision-making. These shall, as a minimum, regulate the following standards:
  - (a) deadlines (e.g., submission deadlines);
  - (b) the principle of equality and equity treatment;
  - (c) representation (e.g., legal representation);
  - (d) the right to be heard (e.g., convocation, hearing);
  - (e) time limit to issue a request (e.g., calculation, compliance, interruption and extension thereof);
  - (f) time limit to appeal;
  - (g) effect of the appeal;
  - (h) type of evidence requested;
  - (i) burden of proof (e.g., Applicant has burden of proof);
  - (j) decisions (in writing with reasons, etc);
  - (k) grounds for complaint;
  - (l) content and form of pleadings, deliberation and hearings;
  - (m) Cost of procedure, administrative fee and deposit.

2. The procedural rules shall be as set out in Annex 2

## Article 10 Extraordinary Application of the Club Licensing System

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1. If a club qualifies for a national or international club competition based on its sporting results but has not undergone a national licensing process at all or has undergone a licensing process which is lower/not equivalent to the one applicable to top-division clubs because it belongs to a division other than the top division, the Licensor may on behalf of such a club – request for the extraordinary application of the club licensing system.
2. Based on such an extraordinary application, the relevant body organizing the respective club competition may grant special permission to enter the corresponding club competition which only applies to that specific applicant and for the season in question.
3. The relevant body organizing the respective club competition shall define the relevant procedure.

## Article 11 Compliance Audits

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1. The Licensor (CAF and/or FUFA) may conduct compliance audits of an Applicant / Licensee at any time.
2. Compliance audits aim to ensure that the Applicants have fulfilled their obligations as defined in these Regulations and that the License was correctly awarded at the time of the final decision of the Licensor.
3. Non-cooperation of the Licensee to execute a compliance audit shall be referred to the FUFA judicial bodies for appropriate action.

## Article 12 Core Process

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### *Introduction*

1. This article defines the assessment process (hereinafter referred to as “core process”) of the club licensing system.

### *Principle*

2. The Core Process describes the minimum requirements that the Licensor must put in place for the verification of the criteria described in the FIFA regulations (sporting criteria, infrastructure criteria, personnel & administrative criteria, legal criteria and financial criteria) to control the issue of a license to an Applicant.
3. The Core Process consists of the following key steps:
  - (a) Sending of the Club Licensing Regulation to the Applicants
  - (b) invitation to the Applicants to submit their application for a License;

- (c) distribution of the licensing documentation and deadlines to the Applicants;
- (d) return of the licensing documentation from the Applicants to the Licensor;
- (e) assessment of the documentation by the Licensor, including visits to and / or audits of the Applicants;
- (f) assessment and decisions by the decision-making bodies
- (g) communication of the License decisions, in writing, to the Applicants;
- (h) communication of any applicable sanctions, in writing, to the Applicants;
- (i) Appeal (if applicable)

## SECTION 2: MANDATORY REQUIREMENTS

### *Definition:*

If the Applicant does not fulfil any of the Mandatory requirements, then a License shall not be granted to participate in the respective FUFA organized competitions.

## A) GOVERNANCE

### Article 13 Legal Criteria

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#### *Club ownership*

1. The Club Ownership shall be managed as provided for in the FUFA Club Ownership Regulations
2. For the purposes of club licensing, the Applicant shall submit a copy of the Certificate of Ownership of the club as issued by FUFA

#### *Declaration in Respect of Participation in CAF and FUFA Competitions.*

3. The Applicant shall submit a legally valid declaration Form (F901) confirming that the Applicant:
  - (a) recognizes as legally binding the statutes, rules and regulations and decisions of FIFA, CAF, FUFA, as well as the jurisdiction of the Court of Arbitration for Sport (CAS) in Lausanne as provided in the relevant articles of the FIFA Statutes and the Arbitration process of the National Sports Act 2023
  - (b) recognizes the exclusive jurisdiction of the Court of Arbitration for Sport (domiciled in Lausanne, Switzerland) for any dispute of international dimension and in particular involving FIFA and/or CAF
  - (c) recognizes the exclusive jurisdiction of the Arbitration Process in the National Sports Act 2023 for any dispute of a national dimension and in particular involving FUFA and the Club and its members.
  - (d) recognizes prohibition on recourse to ordinary courts under the FIFA and CAF and FUFA Statutes
  - (e) at national level, it will participate in competitions that are recognized and endorsed by FUFA
  - (f) at international level, it ONLY will participate in competitions recognized and endorsed by CAF and/or FIFA. To avoid any doubt, this provision does not relate to friendly matches
  - (g) will abide by and observe the provisions and conditions of the FUFA club licensing regulations throughout the license period

- (h) all submitted documents as part of the club licensing application are complete and correct
  - (i) upon demand by the licensor any time during the license period, the applicant shall provide club financial details at most 7 days from request
  - (j) authorizes the Licensor 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; and
  - (k) acknowledges that CAF and/or FIFA reserves the right to execute compliance audits at national level reviewing assessment procedures and the decision making of the licensor.
4. This declaration F901 must be executed by an authorized signatory.

***Proof of Club's Annual Owners Meeting***

5. It is a requirement that the Club organizes the Annual Ordinary Meeting between the Owner and the Board (Executive) and FUFA. UPL Board member and CEO must be invited to attend. This meeting shall be responsible for;
- (a) Amendment of Club Statutes
  - (b) Appointment (election) of the Board
  - (c) Approval of Club Budgets as presented by the Club CEO through the Board
  - (d) Approval of Club Financial Statements as presented by the Club CEO through the Board
  - (e) Presentation of the Club Activity Report and Plans
  - (f) Appointment of Club External Auditors
  - (g) Declaration by owners to abide by rules or accept measures by football authorities in any case it warrants
  - (h) A declaration of continued commitment by the board to run the football club irrespective of change in personnel.

***Ownership and Control of Clubs***

6. The Applicant must submit a legally valid declaration confirming no natural or legal person involved in the ownership, administration, and/or financing of the club, either directly or indirectly:
- (a) Holds securities or shares of any other club participating in the same competition; or
  - (b) Holds a majority of the shareholders' voting rights of any other club participating in the same competition; or
  - (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
  - (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;

- (e) Is a member of any other club participating in the same competition;
- (f) Is involved in any capacity whatsoever in the management, administration and/or sporting performance of any other club participating in the same competition;
- (g) Has any power whatsoever in the management, administration and/or sporting performance of any other club participating in the same competition;
- (h) This declaration must be validated by an authorized signatory.

***Duty to notify significant changes***

- 7. Any event occurring after the submission of the licensing documentation to the licensor representing a significant change compared to the information previously submitted, must be notified to the licensor within thirty (30) working days of the event.

***Transparency***

- 8. The Applicant shall be required to declare all information regarding financial transactions of the club to the licensor at the time of application and also any time after as the licensor may require or as the club deems it fit

***Banking***

- 9. The Applicant shall register all its official bank accounts with the licensor
- 10. The club shall undertake at least 90% of its income and expenditure transactions ONLY on the registered club's bank accounts

**Article 14 Administration and Personnel Criteria**

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***ADMINISTRATION***

The Applicant shall administer the club with distinct separation of powers as follows:

- 1. OWNERS:
  - (a) There shall be the OWNERS of the Club
  - (b) The Owners of the Club shall acquire ownership in accordance with the FUFA Club Ownership Regulations
  - (c) The roles of the owners shall include:
    - i) elect or appoint the Executive Board as provided for in the Clubs Statutes,
    - ii) approve the Annual Budget of the next Financial Year as proposed by the Executive Board
    - iii) approve Financial Reports of the Previous Financial Year as presented by the Executive Board
    - iv) appoint External Auditors,
    - v) amend the Club Statutes with the approval of FUFA,

vi) meet at least once a year in the Annual General Meeting.

(d) The owners of the club shall not perform any of the roles designated for the Executive Board or the Secretariat

## 2. EXECUTIVE BOARD

(a) There shall be the EXECUTIVE BOARD of the Club elected or appointed by the Owners of the Club. The Head of the EXECUTIVE BOARD of the Club shall be the Chairman/President.

(b) The roles of the Executive Board shall include:

- i) appointing and supervising the Club CEO
- ii) appointing or approving appointment of senior management of the secretariat. Senior management shall include Dep CEO, Heads of Departments and the Head Coach of the Club.
- iii) discussing and approving the Annual Budget of the next Financial Year as proposed by the Secretariat
- iv) discussing and approving Financial Reports of the Previous Financial Year as presented by the Secretariat,
- v) proposing External Auditors for the approval of the Owners,
- vi) proposing amendments to the Club Statutes with the approval of the Owners and eventually FUFA, meeting at least once a quarter.

(c) The Executive Board of the club shall not perform any of the roles designated for the Owners or the Secretariat

## 3. SECRETARIAT

(a) There shall be the SECRETARIAT of the Club appointed by the Executive Board of the Club. The Head of the SECRETARIAT of the Club shall be the Club CEO.

(b) The roles of the Secretariat shall include:

- i) undertaking the day-to-day operations of the club
- ii) implementing club policies
- iii) implementing the club agenda
- iv) preparing the Annual Budget of the next Financial Year
- v) preparing Financial Reports of the Previous Financial Year,
- vi) working with External Auditors,

(c) The Club CEO and/or the Secretariat of the club shall not perform any of the roles designated for the Owners or the Executive Board

4. The Owners shall not change more than 50% of the Executive Board during the season without written authorization of FUFA

5. The Applicant shall be required to submit the management report of the preceding year detailing the performance of the administration as required by this provision

## ***PERSONNEL***

The Applicant shall employ and or appoint skilled personnel to run its daily business.

### **Club Chief Executive Officer.**

1. The Applicant must appoint and employ a CLUB CEO who shall be responsible for day-to-day operation of the Club.
2. The Applicant shall submit the employment contract of the Club CEO which contract shall recognize FUFA and CAF regulations and decisions to take precedence over the terms of the Contract.
3. The Applicant Club CEO shall Submit a FAMACO III Certificate for the contracted CEO of the 1st division league and FAMACO II Certificate for contracted CEO of the second division league.

### **Finance Officer**

1. The Applicant must appoint and employ a Finance Officer who shall oversee the Clubs financial matters. The Finance officer shall either be employed on full time or part time basis.
2. The Finance Officer must possess as a minimum a diploma in finance and accounting related field of Education.
3. The Applicant shall submit the following;
  - (a) Contract of Employment of a finance officer on full time or part time basis.
  - (b) Proof of finance officer qualifications (certified academic documents)

### **CAF Club Licensing Online Platform (Clop) Personnel**

1. The Applicant must appoint an individual within the club to be responsible for operating the FUFA Club Licensing Online Platform. The use of CLOP is mandatory for Uganda Premier League Clubs starting season 2024/25.
2. The Club Licensing Online Platform personnel will be responsible for:
  - (a) Collecting and uploading the required documents from the club to the FUFA CLOP;
  - (b) Answering messages and alerts created by the FUFA CLOP;
  - (c) Acting as the point of contact between club and the licensor

3. The Applicant shall submit the following;
  - (a) Contract of employment and/or letter of appointment
  - (b) Staff Management Form

#### **Head Coach**

1. The Applicant must employ a Head coach who shall be responsible for among others training and coaching players, selecting players for matches and competitions, making tactical choices during matches and competitions;
  - (a) Only Coaches licensed by FUFA shall be eligible for employment.
  - (b) Only persons who hold a minimum of CAF A coaching diploma shall be employed by the 1st Division League) and CAF B coaching diploma shall be employed by the 2nd Division League as a Club Head Coach respectively.
  - (c) The above holder of CAF A diploma must hold an active CAF A Coaching license issued by FUFA in accordance with CAF Coaching convention
2. The Applicant must submit the following;
  - (a) Employment contract of the Club Head Coach
  - (b) Copy of the respective CAF Diploma
  - (c) FUFA issued "A" or "B" Coaching License valid for 3 years from date of issue
3. In case of termination of the employment contract by either party during the season, subject to FIFA and FUFA RSTP, the Club shall be obliged to employ a caretaker coach for not more than 4 weeks and the caretaker coach shall have the same minimum requirement as the head coach CAF A for 1st Division and CAF C for 2nd Division. The Applicant must submit an official agreement of the Caretaker Club Head Coach.
4. No coach shall be allowed to coach more than 2 clubs in the 1st Division league in the same season.
5. No coach shall be allowed to coach more than 2 clubs in the 2nd Division league in the same season.

#### **The Assistant Coach**

1. The Applicant must appoint or employ an Assistant Head Coach who shall be responsible for assisting the Head Coach in all football technical matters.
2. Only persons who hold a minimum of CAF B Diploma for 1st Division League and CAF C Diploma for 2nd Division League shall be employed as a Club Assistant Coach respectively.

3. Only persons who hold a valid FUFA coaching license shall be employed as a Club Assistant Coach issued by FUFA in accordance with CAF Coaching convention.
4. The Applicant must submit the following;
  - (a) Employment contract of the Club Assistant Coach
  - (b) Copy of the respective CAF Diploma.
  - (c) FUFA issued “B” or “C” Coaching License valid for 3 years from date of issue

#### **Fitness Coach**

1. The Applicant must appoint a Fitness Coach.
2. Only persons who hold a FUFA fitness certificate or its equivalent as assessed by FUFA may be employed as a Club fitness Coach.
3. The Applicant shall submit the following;
  - (a) Employment contract of the Club fitness Coach
  - (b) FUFA Fitness Coaching License

#### **Performance Analyst**

1. The applicant must appoint a performance analyst.
2. Only persons who hold a FUFA performance analysis certificate or its equivalent as assessed by FUFA may be employed as a Performance Analyst.
3. The Applicant shall submit the following;
  - (a) Employment contract of the Performance Analyst
  - (b) FUFA Performance Analysis Certificate

#### **Goalkeeper Coach**

1. The Applicant must employ a Goalkeeper Coach
2. Only persons who hold a FUFA Goalkeeper coach certificate or its equivalent as assessed by FUFA may be employed as a Club Goalkeeper Coach
3. The Applicant shall submit the following;
  - (a) Employment contract of the Club Goalkeeper Coach
  - (b) FUFA Goalkeeper Coaching License

#### **Youth Coaches**

1. The Applicant must appoint, a Youth Coach
2. At least one (1) Youth Coach must:
  - (a) hold a valid FUFA Coaching license.
  - (b) have specific youth coaching experience and/or supplementary certification/qualification related to coaching and managing young players.
3. The Applicant shall submit the following;
  - (a) Employment contract of the Youth Coach
  - (b) CAF C Diploma
  - (c) Youth coaching course proof from a recognized entity

#### **Medical Personnel**

1. The Applicant must appoint medical personnel responsible for providing medical support and advice to the club as well as implementing a doping prevention policy.
2. The medical personnel shall be responsible for medical support during matches and training.
3. The medical personnel shall be recognized and certified by the appropriate national health authorities and be duly registered with a relevant professional body and carrying annual active license of that respective body.
4. The Applicant shall submit the following;
  - (a) Contract of Employment and/or letter of appointment
  - (b) Copy of certified qualification
  - (c) Staff Management Form

#### **Physiotherapist**

1. The Applicant must appoint a physiotherapist responsible for providing medical support and advice to the club. The physiotherapist must ensure support during matches and training.
2. The physiotherapist shall be recognized and certified by the appropriate national health authorities and be duly registered with a relevant professional body and active annual license

3. The Applicant shall submit the following;
  - (a) Contract of Employment and/or letter of appointment
  - (b) Copy of certified qualification
  - (c) Staff Management Form

## B) SPORT

### Article 15 Sporting Criteria

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#### *Registration of Players*

1. Players of the first team must be registered on an online platform of the licensor, ideally connected with the FIFA Connect ID program to generate a FIFA ID for each player.
2. Applicant must have a minimum of (10) TEN players registered and approved by FUFA on the FIFA Connect System at the time of returning the licensing documentations in art 12 (3) (.4) above.
3. Applicant shall ensure submission of copies of all Contracts agreed between each player (senior team and academy) and the applicant

#### *(a) Written Contract with Professional Players & Online Registration*

- i) All the Applicant's professional players must have a written contract with the Applicant in accordance with the relevant provisions of the FUFA and FIFA Regulations on the Status and Transfer of Players and shall incorporate all key provisions required by the national law and of FIFA, CAF, and FUFA.
- ii) The Applicant must submit;
  - a. Copy of written contract for each player registered and stamped by FUFA
- iii) Applicant shall submit a list of players and their registered shirt numbers to be used throughout the season in accordance with the prevailing competitions rules

#### *(b) Health & Nutrition*

- i) The Applicants must provide all players registered in the club with full access to medical support services, in accordance with the relevant provisions defined by its licensor in line with its domestic legislation. The applicant shall submit the following: -
  - a. Proof of medical examination of the Player based on FUFA pre-competition medical assessment requirement
  - b. Proof of medical insurance coverage for registered players.

#### *(c) Youth teams*

- i) The Applicant shall operate an Academy licensed & registered by FUFA. The applicant shall be required to submit a copy of the certificate of registration of the club's academy

- ii) All players in the applicant's academy shall have valid Youth Agreements with the applicant
- iii) The applicant shall be required to submit copies of all the youth agreements
- iv) The Applicant's academy shall be composed of least the following youth teams within its legal entity or affiliated to its legal entity.
  - a. At least one (01) youth boys' team with in the age range of 15 to 21
  - b. At least one (01) youth boys' team with in the age range of 10 to 14
- v) Each youth team must take part in official competitions or programs played at national or regional level and organized or recognized by FUFA, Failure to do so a sanction shall be applied accordingly.

(d) *Women's Teams*

- i) The Applicant the for a license to play in each season of First Division League must have a women's team participating in either the FUFA Women Super League or FUFA Women Elite League. An applicant that already owns a women's team as part of their football structure, should make sure that team takes part in FUFA Women Competitions. To comply with this requirement, the Applicant may;
  - a. Operate the women's team(s) itself or
  - b. Have a written agreement with another entity who operates the team(s) and participates in either the FUFA Women Super League or the FUFA Women Elite League.

## C) BUSINESS

### Article 16 **Financial Criteria**

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#### 1. Financial Goal of the Club

The Applicant shall state and submit the objective of the club owners to be either of the following:

- (a) to use football to support a cause by the owners thus acceptable to have more expenses than income
- (b) Non-Profit making club where all income is re-invested in the club for growth and more sporting success
- (c) Profit Making Club with the objective of making money for the owner thus acceptable to have more income than expenses

#### 2. Audited Annual Financial Statements

- (a) As part of its license application, and regardless of the legal structure, the Applicant must submit its annual financial statements, in respect of the statutory closing date prior to the deadline for submission of the application to the licensor.
- (b) Annual financial statements must be audited and certified by an independent auditor appointed as stipulated in the licensee statutes.
- (c) The audited annual financial statements must consist of:
  - i) balance sheet;
  - ii) profit and loss account;
  - iii) cash flow statement;
  - iv) Notes (comprising a summary of significant accounting policies and other explanatory notes) and;
  - v) financial review by the management.
- (d) The auditor must be independent in compliance with the institute of certified Public Accountants
- (e) In addition to the above-mentioned mandatory criteria, it is required that the Applicant publish its audited financial statements on its website.

#### 3. Annual Budget

- (a) The Applicant shall submit the next financial year Annual Budget that should state

the following;

- i) projected income for the coming Financial Year;
  - ii) projected expenditure for the coming Financial Year;
- (b) Where resources are to be provided by a sponsor or external financing, the applicant shall submit a letter of confirmation from the natural or legal person signed by an authorized person at such legal entity
- (c) A license may not be issued if the funding guarantor has a known history by the licensor from the previous financial years of not fulfilling the promised funding

#### 4. Bank Account

- (a) The Applicant must have a bank account under its name
- (b) The following transactions must be undertaken on this account;
- i) Crediting of Revenues from Sale of Football Rights
  - ii) Crediting of Revenues from Sale of Players
  - iii) Crediting of funds from the applicant's financial guarantor
  - iv) Debiting of Payment of players and coaches entitled remunerations
- (c) The applicant shall submit communication from the bank indicating the current signatories
- (d) The applicant shall authorize the licensor to obtain a copy of the bank statement of this account anytime throughout the license period

#### 5. Payables

- (a) By the deadline and in the form communicated by the Licensor, the Applicant must submit a signed declaration of all applicant's payables (creditors) detailing entities and amounts.
- (b) The applicant may be denied a license because of overdue payable towards:
- i) Other football clubs for player transfer activities inclusive but not limited to buying of players, training compensation and solidarity contributions as defined in the FUFA Regulations on the Status and Transfer of Players and any joint and/or several liability decided by a competent body according to the FUFA statutes and regulations, for the termination of a contract by a player
  - ii) current and former employees in respect of employees as a result of contractual or legal obligations, including wages, salaries, image rights payments, bonuses and other benefits.

- iii) Social and Tax Authorities as a result of contractual or legal obligations in respect of all employed individuals including but not limited to, personal income tax, pension fund payments, social security and similar payments.
  - iv) FIFA, CAF and FUFA that include but not limited to statutory fees, financial disciplinary measures and fines imposed by the competent bodies of FIFA, CAF and FUFA.
- (c) An amount shall not be treated as overdue if by deadline it has been paid or the date for payment has been extended by means of a written agreement with the creditor or it is the subject of current litigation or arbitration proceedings or has been submitted to a dispute resolution procedure of the competent body.
- (d) If the decision-making body considers that such claim has been brought or such proceedings have been opened for the sole purpose of avoiding the applicable deadlines, the relevant amount will still be considered as an overdue payable;
6. Other Financial Obligations;
- (a) The applicant shall be required to
    - i) declare the end date of its Financial Year in the Club's Statutes
    - ii) submit proof of payment to FUFA of the License Application Fees as set by the licensor.
    - iii) Submit the Club Bank Statement for the last 12 months to-date signed by the bank.
    - iv) Club CEO MUST be a signatory to the club bank account.
    - v) Letter of guarantee of payment of players, coaches and staff for the whole season signed off by the owners of the club.
    - vi) Submit Proof of payment of players and coaches every past three (3) Months throughout the previous season

## Article 17 **Marketing and Sales**

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1. The Applicant shall state and submit:
- (a) The Official Long Name of the club
  - (b) The Official Short Name of the Club
  - (c) The Nickname of the Club
  - (d) a high-resolution electronic version of the different club it intends to use for the

- period of the license.
  - (e) a high-resolution electronic version of the club logo
2. The Applicant also be required to submit evidence of having registered trademarks for the following items:
- (a) Club Name
  - (b) Club Logo

## Article 18 **Communications**

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1. The applicant shall submit the official address of the club that includes:
- (a) Email
  - (b) Physical Address and GPS locations of:
    - i) Offices
    - ii) Training Ground
    - iii) Stadium
2. The Applicant shall state the signatories of the official communications from the applicant and who signs on behalf the club

## Article 19 **Infrastructure Criteria**

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### *Stadium*

1. The Applicant must have a Stadium available to host football matches for its team participating in a competition. The applicant shall submit one of the following:
- (a) If the Applicant legally owns the Stadium to host all home matches for the license period, shall submit proof of ownership in form of photocopy of the certificate of title (Freehold or mailo or lease or certificate of occupancy or any other legally recognized proof of ownership).
  - (b) If the Applicant does not legally own the stadium, they shall submit an agreement with the legal owner authorizing the Applicant to use the stadium for a minimum of one season. Such agreement shall guarantee the use of the stadium for the Club's home matches in the license period and that the applicant competition matches shall take precedence over any other activity in the stadium.
2. The stadium submitted by the Applicant shall meet the minimum requirements as set up in the FUFA stadium checklist and shall be subject to other official decisions by FUFA

(circular letters, etc.).

- (a) If the Stadium is re-classified or damaged during the season to a standard lower than that of the respective league, the Club shall be stopped from using the Stadium for the specific competition matches and shall be required to submit another Stadium of the required standards.
- (b) If the Club fails to submit the required stadium in the specified period, the TOC will subject an already approved stadium for the specific club to host matches.
- (c) The Stadium with the natural grass pitch shall not be used for training. FUFA may issue exceptions to this provision and for a limited period. Contravention of this provision shall lead to a sanction including a fine or deduction of points or both.
- (d) Not more than 2 Clubs of all league divisions may share a Stadium with natural grass pitch for matches. Not more than 4 Clubs of all league divisions may share a Stadium with Astro turf pitch for matches and/or training.

#### *Training facilities*

1. The Applicant must have a Training Facility available for the training activities of the club. The applicant shall submit one of the following:
  - (a) If the Applicant legally owns the Training Facility for the license period, shall submit proof of ownership in form of photocopy of the certificate of title (Freehold or mailo or lease or certificate of occupancy or any other legally recognized proof of ownership)
  - (b) If the Applicant does not legally own the training facility, they shall submit an agreement with the legal owner authorizing the Applicant to use the training facility for a minimum of one season. Such agreement shall guarantee the use of the facility for the Club's training activity in the license period and that the applicant training sessions shall take precedence over any other activity in the training facility.
  - (c) The training facilities must meet the category requirements, in accordance with the ones stipulated in the relevant FUFA club competition in which Applicant is applying to participate in.
  - (d) The training facilities must fulfil the minimum requirements defined in the FUFA Stadium regulations and be classified according to the category defined for the FUFA club competition that the Applicant is applying to participate in.

#### *Office Space*

1. The Applicant must have office space for its administration and personnel. The applicant shall submit one of the following:

- (a) If the Applicant legally owns the office space shall be required to submit proof of ownership
- (b) If the Applicant does not legally own the office space, they shall submit an agreement with the legal owner authorizing the Applicant to use the office space for a minimum of one season.
- (c) The agreement shall guarantee the use of the office space for the Club's offices in the license Period.
- (d) FUFA may conduct spot-checks anytime during the year and re-evaluation may be done. Any club found to have changed the premises and/or lowered the standard from those presented at inspection shall lead to sanctions including a fine or deduction of points or both.
- (e) The Mandatory Club Offices shall have the following minimum requirements;
  - i) Befitting Furniture and Fittings
  - ii) Computers and Multi-functional Printer
  - iii) Access to Internet
  - iv) UPS and Alternative Energy Source
  - v) Filing Cabinets
  - vi) Decoration, Branding and Signage
  - vii) Exclusive use by the Club

## SECTION 3: OBLIGATORY REQUIREMENTS

### Article 20 **Definition and Procedure**

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1. It is a requirement that the applicant shall at all times during the period of license maintain or improve on the Criteria gradations A and C
2. The applicant may have been issued a license for a period in consideration of the submissions made. It may however be found that during the period of the license, some of the requirements no longer meet the requirements of these regulations

### Article 21 **Re-evaluation**

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1. Upon its own discretion, the licensor may require the applicant to resubmit specific documents or may undertake another inspection.
2. Considering the new findings, the licensor may partially or wholly reevaluate the applicant.

### Article 22 **Reconsideration**

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1. Considering the magnitude and importance of the unfulfilled requirements upon reevaluation, the licensor will decide to:
  - (a) Maintain the license with or without the following;
    - i) Individual Sanctions
    - ii) Fines
    - iii) Suspended deduction of points
  - (b) Withdraw the license with or without the following;
    - i) Individual Sanctions
    - ii) Fines
    - iii) Suspended deduction of points
    - iv) Demotion to lower league of the following season
    - v) Exclusion from the Competition(s)

## SECTION 4: BEST PRACTICES

### Article 23 Score System

1. There shall be self-assessment by the applicant in a tabulated format provided for in these regulations and submitted along with the other documents
2. The self-assessment tabulation shall be entered in an automated Microsoft Excel Sheet that shall be provided by the licensor
3. There shall also be the assessment by the appointed evaluator and the score of the evaluator shall be the considered score for the BEST PRACTICES criteria
4. The details of the scores shall be as provided for in Annex-1 of these regulations
5. If the Applicant undertakes Best Practices, then maximum points will be earned as follows:

#	Item	Club	Eval.	Max	TOTAL
<b>1.0</b>	<b>Governance</b>				<b>155</b>
	1.1 Legal/Structure			75	
	1.2 Services			80	
<b>2.0</b>	<b>Sport</b>				<b>345</b>
	2.1 First Team-Players			95	
	2.2 Technical Personnel			70	
	2.3 Youth Setup			65	
	2.4 Women Football Club			30	
	2.5 Equipment			30	
	2.6 Facilities			15	
	2.7 Health & Nutrition			15	
	2.8 Sports Science			25	
<b>3.0</b>	<b>Business</b>				<b>500</b>
	3.1 Finance			120	
	3.2 Marketing & Sales			150	
	3.3 Communications			40	
	3.4 Hospitality & Events			50	
	3.5 Infrastructure and Facilities			140	
<b>TOTAL SCORE</b>					<b>1,000</b>

## SECTION 5: EVALUATION

### Article 24 Issuance of a License

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1. Mandatory Requirements shall all be fulfilled as required by these regulations. If the applicant is missing mandatory requirement, the BEST PRACTICE criteria shall not be undertaken and no license shall be issued
2. Under the points system, from the BEST PRACTICES analysis, applicants shall attain a minimum aggregate percentage score, as shown in the table below:

	701-1000 Points
	551-700 Points
	451-550 Points
	0-450 Points

(a) Green range

License issued without conditions.

(b) Yellow range

A license issued with specific items to be fulfilled before the beginning of the second half of the season. In the event of failure at this stage, sanctions will be applied as provided for under the obligatory requirements.

(c) Purple range Club

required to address specific criteria within timelines set by the licensor prior to the First Instance Body considering the application. If not achieved, the license application will be rejected.

(d) Red range

License not granted, and the club may only apply for the next lower division for the subsequent season.

### Article 25 Other Factors for not issuing a Club License

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Despite fulfilling all licensing requirements, the License may not be granted where the Applicant has filed and has pending matter(s) of interpretation and application of FUFA Rules in Courts of Law against another football entity.

**Article 26** Failure or apply for a license for a specific division

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In the event of failure to obtain or apply for a License, the affected club;

- (a) If it had applied for a 1st Division License, it will thereafter be sportingly eligible to apply for the current season FUFA 2nd Division League Club License
- (b) If it had applied for a FUFA 2nd Division League License, it will thereafter be sportingly eligible to apply for the current season FUFA 3rd Division League Club License

## SECTION 6: FINAL PROVISIONS

### Article 27 **Lower League Divisions**

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The parameters will be as designed by FUFA Club Licensing Committee from time to time and before start of respective lower league division competition period in the FUFA Calendar

### Article 28 **Acts of Integrity**

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1. Documents and information submitted by the Applicant will be treated with confidentiality. If a body of the Licensor or Person whether an official or employee of the Licensor is proven by the FUFA Disciplinary Committee to have not respected the confidentiality of submitted information, corrective measures will be applied up to banning from sporting and administrative contact with FUFA or its affiliates/bodies
2. Documents and information submitted by the Applicant will be expected to be correct and complete. If the Applicant or Person whether an official or employee of the Applicant is proven by the FUFA Disciplinary Committee to have submitted incorrect or incomplete information to circumvent these regulations knowingly or unknowingly, corrective measures will be applied that may include;
  - (a) Cancellation of the already issued license and immediate demotion to the lower leagues for the following season
  - (b) Banning from sporting and administrative contact with FUFA or its affiliates/bodies

### Article 29 **Control in More than One Club**

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1. Members of the Club Board (Executive Committee) inclusive of the Club President or Chairman shall not be appointed/elected as Members of the Board (Executive Committee) of another club in the Professional Leagues until after 5 years from the last time they held such a position at another club.
2. The Club CEO and Club Head Coach may not serve more than 2 clubs in the same season in the same league

### Article 30 **FUFA Circulars**

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From time to time, FUFA may issue circulars to clarify or even amend any content of these rules and the circular content shall supersede the content of these rules. Clarifications of the existing rules may be communicated before, during or after any incident and they may be used for the incident while amendments will only come into force after they are issued.

**Article 31 Matters not Provided for**

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Matters not provided for and force majeure will be decided by the FUFA Executive Committee, and their decision shall be final.

**Article 32 Declaration**

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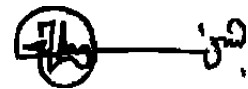
1. These regulations are approved by the FUFA Executive Committee
2. These rules come into force upon being signed as provided below. Unless amended, these regulations shall remain in force on



.....

Hon. Moses Magogo Hashim

**FUFA President**



.....

Edgar Watson Ssuubi

**FUFA C.E.O**

## Annex-1: Table of Scores of the BEST PRACTICE Criteria

### A) GOVERNANCE

#	Items				Score		
					Club	Eval.	Max
					0.0	0.0	155.0
<b>1.1</b>	<b>Legal/Structure</b>				<b>0.0</b>	<b>0.0</b>	<b>75.0</b>
<b>1.1.1</b>	<b>Club Ownership</b>				<b>0.0</b>	<b>0.0</b>	<b>10.0</b>
	a)	Ownership Stability					5.0
	b)	No Potential Ownership Instability					5.0
<b>1.1.2</b>	<b>Club Statutes</b>				<b>0.0</b>	<b>0.0</b>	<b>10.0</b>
	c)	Club Statutes Compliance Test					0.0
	1	Club Statutes Reviewed by FUFA					2.0
	2	Club Statutes approved by FUFA					3.0
	3	Club Statutes being followed and respected by the Club?					5.0
<b>1.1.3</b>	<b>Club Documents</b>				<b>0.0</b>	<b>0.0</b>	<b>10.0</b>
	1	Asset Titles (Names of the Club)					2.0
	2	Code of Conduct					2.0
	3	Policies					2.0
	4	Minutes for Previous Meetings					1.0
	5	Third Party Contracts (Not Employment Contracts)					1.0
	6	Financial Data					1.0
	7	Sports Data					1.0
<b>1.1.4</b>	<b>Separation of Powers</b>				<b>0.0</b>	<b>0.0</b>	<b>12.0</b>
	a)	Club Structure					
	1	Owner	Meetings per year				4.0
	2	Executive	Meetings per year				2.0
	3	Secretariat	Meetings per year				2.0
	b)	Independence of the three bodies					4.0
<b>1.1.5</b>	<b>Strategic Planning</b>				<b>0.0</b>	<b>0.0</b>	<b>15.0</b>
	a)	When was the Club Founded					2.0
	b)	Founder owners					2.0
	c)	Why does the Club continue to exist					2.0
	d)	SWOT Analysis of the Club					2.0
	e)	Vision of the Club					2.0
	f)	Mission of the Club					2.0
	g)	Core Values of the Club					1.0
	h)	Focus Areas					1.0
	i)	What are the Milestones					1.0
<b>1.1.6</b>	<b>Meetings</b>				<b>0.0</b>	<b>0.0</b>	<b>10.0</b>
	a)	How does the club organise meetings					
	1	Logistics					4.0
	2	Agenda					2.0
	3	Minutes					2.0
	4	Actionable issues					2.0
<b>1.1.7</b>	<b>Compliance with National Laws</b>				<b>0.0</b>	<b>0.0</b>	<b>8.0</b>
	a)	Does the Club Comply with the following National Laws?					
	1	Workers Compensation Act 2000?					1.0
	2	Employment Act 2006,					2.0

	3	Occupational Safety Act 2006.			1.0
	4	Payment of Taxes			2.0
	5	Payment of NSSF			2.0
<b>1.2</b>	<b>Services</b>		<b>0.0</b>	<b>0.0</b>	<b>80.0</b>
<b>1.2.1</b>	<b>Human Resource</b>		<b>0.0</b>	<b>0.0</b>	<b>45.0</b>
a)	Human Resource Manual				2.0
b)	Staff Qualifications				
	1	Masters Degree			3.0
	2	Bachelors Degree			2.0
	3	Diploma			1.0
	4	Certificate			1.0
	5	No Skill			1.0
c)	Staff Employment Status				
	1	Full time Staff			3.0
	2	Part Time			2.0
	3	Retainers			1.0
	4	Volunteers			1.0
	5	Internees			1.0
	6	Contracted			2.0
	7	Non-Contracted			0.0
d)	Gender Balance				
	1	Male			2.0
	2	Female			2.0
e)	Full-Time Staff				
	1	Finance			2.0
	2	Marketing			1.0
	3	Communication			1.0
	4	Event& Match Organisation			2.0
	4	Sporting			2.0
f)	Staff Entitlements				
	1	Leave			2.0
	2	Medical			2.0
	3	Retirement			2.0
g)	Staff Performance Evaluation				
	1	Set objectives and KPIs for each Staff?			2.0
	2	Annual Performance Appraisals			2.0
	3	Identify weaknesses of staff and improve them by training			1.0
h)	Club Organogram				1.0
i)	Understand and respected organogram				1.0

<b>1.2.2</b>	<b>Estate</b>	<b>0.0</b>	<b>0.0</b>	<b>25.0</b>
a)	Does the Club manage its estate			
	1 Security			3.0
	2 Cleanliness			3.0
	3 Office Supplies			3.0
	4 Utilities payment			3.0
	5 Stationary			3.0
	6 ICT			3.0
	7 Alternative Energy			4.0
	8 Stores & Inventory			3.0
<b>1.2.3</b>	<b>Fleet</b>	<b>0.0</b>	<b>0.0</b>	<b>10.0</b>
a)	Vehicles owned by the Club			4.0
b)	Fleet Management			
	1 Repair & Maintenance			2.0
	2 Authorisation for usage			2.0
	3 Fuelling			1.0
	4 Drivers			1.0

## B) SPORT

2.0		SPORT		
#	Items	Score		
		Club	Evaluator	Maximum
		0	0	345
2.1	<b>First Team-Players</b>	<b>0</b>	<b>0</b>	<b>95</b>
1	Player contracts Compliance to FUFA Standards			5
2	Club fulfillment of its Player Contractual obligations			10
3	Players fulfill their contractual obligations			10
4	Written transfer policy			5
5	%age of players that have run down contracts and left as free agents in the preceding season			5
6	Total minutes of playing time for the 10 players with the least playing time			5
7	Total minutes of playing time for the primary and secondary owner clubs for players on Duo-License			5
8	Total minutes of playing time for the players on loan			5
9	Player's code of conduct			5
10	Each players signed and have copy of player code of conduct?			5
11	Fast and Just dispute resolution mechanism for player disputes?			5
12	Motivation and Psychology Classes			5
13	Players in the senior team play in the National teams			10
14	Average age of the Senior Team			5
15	Average stay at the Club of the Senior Team (in Years)			5
16	Dedicated player promotion on international platforms (transfermarkt)			5

<b>2.2 Technical Personnel</b>							<b>0</b>	<b>0</b>	<b>70</b>
1	Which of the Technical Positions do you have at the Club								
	Title	Qualification	Experience	Part-Time	Full-Time				
1	Technical (Sporting) Director	3	2	2	3			8	
2	Video Analyst	2	1	1	2			5	
3	Defenders Coach	2	1	1	2			5	
4	Mid-Fielder's Coach	2	1	1	2			5	
5	Striker's Coach	2	1	1	2			5	
6	Psychologist	2	1	1	2			5	
7	Nutritionist	2	1	1	2			5	
2	Average age of the Club Coaching HR								4
3	Average stay at the Club of the Coaching HR (in Years)								5
4	Daily hours do the Club HR spend in Office and/or Fieldwork								8
5	Club Coaching HR conduct themselves as Club Brand Ambassadors								5
6	Club Coaching HR fulfill their contractual obligations								5
7	Policy to develop its own coaching HR								5
<b>2.3 Youth Setup</b>							<b>0</b>	<b>0</b>	<b>65</b>
1	Written player development pathway								5
2	Formal arrangement for formal Education of Players								5
3	Revenue generated from junior players from the academy who fail to break to the senior team								5
4	Written scouting strategy								
1	Club Scouting Network/Structure?								5
2	Contracted and paid by the club								5
3	Trained scouts?								5
4	How wide is the network of the scouts								5
5	Age Categories does the academy have?								
1	U14								5
2	U16								5
3	U18								5
6	Players have been promoted from the Youth Setup to the Senior Team								5
7	Players have been promoted from the Youth Setup to the National Teams								5
8	Number of persons contracted and paid for the Club Academy								5

<b>2.4</b>	<b>Women Football Club</b>			<b>0</b>	<b>0</b>	<b>30</b>
	1	Own a Women Football Club (WFC)				5
	2	If yes				
	1	Does the WFC train in the same venue with your club				3
	2	Does the WFC play competition matches in the same venue with your club				3
	3	Does the club provide technical support to the WFC?				3
	4	Does the club use the same branding like the WFC?				3
	5	If the club is associated with a WFC,				
	1	How much Cash Value does the club give to the WFC				5
	2	How much Value in kind does the club give to the WFC				3
	3	When shall the club own a WFC				5
<b>2.5</b>	<b>Equipment</b>			<b>0</b>	<b>0</b>	<b>30</b>
	1	What is the %age of the ideal equipment does the club have for:	out of 100%			20
	1	Senior Team				
	2	Academy				
	3	WFC (If applicable)				
	2	List the Major Equipment owned by the Club				10
	1	Balls				
	2	Medicine Balls				
	3					
	4					
	5					
	6					
<b>2.6</b>	<b>Facilities</b>					<b>15</b>
	1	Does the technical department have				
	1	Office Space				4
	2	Classroom				2
	3	ICT				2
	4	Motor Vehicle				2
	5	Furniture & Fittings				2
	6					1

	7				1
	8				1

<b>2.7</b>	<b>Health &amp; Nutrition</b>				<b>15</b>
	1	Medical file per player?			2
	2	Medical check-up before signing a new player?			2
	3	Pre-Season Medical Check up per player?			2
	4	Contract with a referral hospital?			1
	5	Education of players on Doping Risks and Dangers?			2
	6	Club Nutritionist			2
	7	Nutrition guidelines by the club and is it monitored			2
	8	Is there a feedback and monitoring system if players are following club nutrition guidelines			2
<b>2.8</b>	<b>Sports Science</b>				<b>25</b>
	1	Gadgets and equipment to scientifically monitor athletic performances			5
	2	Capture and analyse Performance Data			4
	3	Players sensitised of the Dos and Don'ts in their body conditioning?			4
	4	Sports applications to monitor and record athletic performances of players			4
	5	Use performance analytics of opponents and itself?			4
	6	Own or have gym access for the players			4

**C) BUSINESS**

<b>3.0</b>	<b>BUSINESS</b>			
<b>#</b>	<b>Items</b>	<b>Score</b>		
		<b>Club</b>	<b>Evaluator</b>	<b>Maximum</b>
		<b>0.0</b>	<b>0.0</b>	<b>500.0</b>
<b>3.1</b>	<b>Finance</b>	<b>0.0</b>	<b>0.0</b>	<b>128.0</b>
<b>3.2</b>	<b>Marketing &amp; Sales</b>	<b>0.0</b>	<b>0.0</b>	<b>190.0</b>
<b>3.3</b>	<b>Communications</b>	<b>0.0</b>	<b>0.0</b>	<b>50.0</b>
<b>3.4</b>	<b>Hospitality &amp; Events</b>	<b>0.0</b>	<b>0.0</b>	<b>60.0</b>
<b>3.5</b>	<b>Infrastructure and Facilities</b>	<b>0.0</b>	<b>0.0</b>	<b>72.0</b>

3.1	Finance					Score		
						Club	Evaluator	Max
						0.0	0.0	128.0
<b>3.1.1</b>	<b>General Assessment</b>					<b>0.0</b>	<b>0.0</b>	<b>20.0</b>
1	What is the business classification of you club?							
	<b>Currently</b>							
1	Charity (More Expenses than Income)							0.0
2	NGO (Not profit -making. All income reinvested)							3.0
3	Business (Profit making-More income than Expenses)							5.0
	<b>Objective</b>							
1	Charity (More Expenses than Income)							0.0
2	NGO (Not profit -making. All income reinvested)							6.0
3	Business (Profit making-More income than Expenses)							6.0
2	Club strategy to achieve its financial status objective							5.0
3	Club Financial Year Stated and followed							3.0
4	Club Financial Year in the Club Statutes							2.0
<b>3.1.2</b>	<b>Finance HR &amp; Tools</b>					<b>0.0</b>	<b>0.0</b>	<b>28.0</b>
	Title	Qualification	Experience	P-Time	F-Time			
1	Finance Director	3	2	2	3			8.0
2	Manager	2	1	1	2			5.0
3	Accountant	2	1	1	2			5.0
4	Officer	2	1	1	2			5.0
4	Internal Audit & Compliance	2	1	1	2			5.0
<b>3.1.3</b>	<b>Facilities</b>					<b>0.0</b>	<b>0.0</b>	<b>12.0</b>
1	Does the finance department have							
1	Office							3.0
2	ICT							3.0
3	Computerised Finance Application							2.0
4	Furniture & Fittings							2.0
5								1.0
6								1.0
<b>3.1.4</b>	<b>Internal Controls</b>					<b>0.0</b>	<b>0.0</b>	<b>25.0</b>
	Does the Club undertake the following Internal Controls							
1	Controlling Revenue Leakage							4.0
2	Minimizing Expenses							4.0
3	Authorisation levels							4.0
4	Procurement & Disposal							4.0
5	Submit to FUFA the Letter of Guarantee from Non-Football Money source							4.0
6	Financial Management Manual							5.0
<b>3.1.5</b>	<b>Banking</b>							<b>6.0</b>
1	What percentage of Club transactions are paid through the bank							3.0
2	What is overall bank account turnover over the last FY							3.0

<b>3.1.6</b>	<b>Budget Controls</b>					<b>10.0</b>
1	Did the Club have a Budget for the last FY?					3.0
2	Was it respected					2.0
3	Did the Club make an analysis of the Budget Performance at the End of the FY?					2.0
4	To what %age was the Letter of Guarantee respected	%age				3.0
<b>3.1.7</b>	<b>Audit &amp; Compliance</b>					<b>15.0</b>
1	Did the Club Prepare the Final Accounts					3.0
2	Did the Club Prepare the Estimated Financial Projections (Budget)					3.0
3	Where the Financial Statements (Past & Future) discussed and passed by the relevant committee, board and Owners?					3.0
4	Did the Club undergo External Audit by Public Certified Accountants					3.0
5	Did the Club publish the Audited books of Accounts					3.0
<b>3.1.8</b>	<b>Ratio of Football Club Income to Club Expenditure</b>					<b>12.0</b>
1	What Percentage is Club Income to Club Expenditure					12.0
1	75% to 100%		12			
2	50% to Less than 75%		8			
3	25% to Less than 50%		4			
4	0% to Less than 25%		0			

<b>3.2 Marketing &amp; Sales</b>							<b>Score</b>			
							<b>Club</b>	<b>Evaluator</b>	<b>Maximum</b>	
							<b>0.0</b>	<b>0.0</b>	<b>190.0</b>	
<b>3.2.1</b>	<b>Club Marketing HR &amp; Tools</b>						<b>0.0</b>	<b>0.0</b>	<b>16.0</b>	
		<b>Title</b>	<b>Qualification</b>	<b>Experience</b>	<b>Part-Time</b>	<b>Full-Time</b>				
		1 Marketing Director	1.5	1.0	1.0	1.5			4.0	
		2 Brand Manager	1.0	0.5	0.5	1.5			3.0	
		3 Sales Manager	1.0	0.5	0.5	1.5			3.0	
		4 Marketing Officer	1.0	0.5	0.5	1.5			3.0	
		5 Sales Officer	1.0	0.5	0.5	1.5			3.0	
<b>3.2.2</b>	<b>Facilities</b>						<b>0.0</b>	<b>0.0</b>	<b>8.0</b>	
	1	Does the M&S department have								
		1 Office							2.0	
		2 ICT							2.0	
		3 Computerised Applications							2.0	
		4 Furniture & Fittings							2.0	

3.2.3		Brand Building						0.0	0.0	100.0	
		<b>Brand Identity</b>						<b>0.0</b>	<b>0.0</b>	<b>20.0</b>	
1	What is the Club; -										
	1	Motto									2.0
	2	Slogan									2.0
	3	Official Stadium Nick-Name									1.0
	4	Chants & Songs									1.0
		Title	e.g	Colour	Red	Green	Blue				
		Example			255	255	0				
	5	1 <sup>st</sup> Colours (RGB 256)	1							1.0	
	6	2 <sup>nd</sup> Colours (RGB 256)	2							1.0	
	7	3 <sup>rd</sup> Colours (RGB 256)	3							1.0	
2	Other Communication Addresses										
	1	Postal									0.5
	2	Fixed Telephone									0.5
	3	Email @club.co.ug									2.0
	4	Website									0.5
	7	YouTube									0.5
	8	Instagram									0.5
	9	TikTok									0.5
	5	Verified Facebook									1.0
	6	Verified Twitter (X)									1.0
3	Do your digital platforms promote player profiles and display statistics?										
4	Does the Club have a characteristic Style of Football										
		<b>Brand Guidelines</b>						<b>0.0</b>	<b>0.0</b>	<b>5.0</b>	
1	Does the Club have										
	1	Brand Guidelines?									2.0
	2	Branded Business Cards?									1.0
	3	Branded Letter Heads?									1.0
	4	The Dos and Don'ts?									1.0

Jersey & Other Club Apparel							0.0	0.0	25.0	
1	The Design		Quality	Fitting	Kids	Women	Print			
	1	Replica Kit	2.0	2.0	2.0	2.0	2.0			10.0
2	The Home, Away & Third Uniform									
	1	Goal Keepers								2.0
	2	Out-Field Players								2.0
	3	Coaches								2.0
3	The Consistence over History									1.0
4	The Fabric and Texture									1.0
5	The Placing of the Club Logo & Manufacturer Logo									1.0
6	The Name of the Player									1.0
7	The Shirt Number									1.0
8	The Shirt Sponsor									1.0
9	The League (Competition) Sponsor									1.0
10	The Rules									1.0
11	Are the other Club Apparel designed and customised to the Club									1.0
<b>Culture &amp; Norms</b>							<b>0.0</b>	<b>0.0</b>	<b>6.0</b>	
1	Does the Club have									
	1	Unwritten Norms &								2.0
	2	Culture								2.0
	3	Superstition								2.0
<b>Club History</b>							<b>0.0</b>	<b>0.0</b>	<b>10.0</b>	
1	Does the Club have a recorded Club History?									
	1	Founding Story								1.0
	2	Achievements								1.0
	3	Milestones								1.0
	4	Legends								1.0
2	Does the Club have historic									
	1	Pictures								1.0
	2	Texts								1.0
	3	Audio								1.0
	4	Sporting Data								2.0

	5	Business Data			1.0
<b>Club Brand Visibility</b>			<b>0.0</b>	<b>0.0</b>	<b>13.0</b>
1	Do the following Club Premises have signage depicting the club brand				
	1	Office			1.0
	2	Training Ground			1.0
	3	Stadium			1.0
2	Do the branding materials depict the club brand at the following places and their proximity				
	1	Office			1.0
	2	Training Ground			1.0
	3	Stadium			1.0
3	Does the club have branded fleet such as:				
	1	The Club Bus			1.0
	2	The Car for the Coach			1.0
	3	The Equipment Van			1.0
4	Current Staff				
	1	Do the Staff at the Club add value to the Club Brand			1.0
	2	Do the Star Players at the Club add value to the Club Brand			1.0
	3	Do the Coaches at the Club add value to the Club Brand			1.0
	4	Strategy to build star players at the club			1.0
<b>Sporting Results</b>			<b>0.0</b>	<b>0.0</b>	<b>6.0</b>
1	Club Sporting Setup				
	1	What did the Club win last season?			2.0
	2	Who are the rival club			1.0
	3	What is the "nickname" of the rivals			1.0
	4	Does a Club have a derby			1.0
	5	If yes what is the name of the derby			1.0

<b>FANS (Customers of Football Products)</b>		<b>0.0</b>	<b>0.0</b>	<b>15.0</b>
1	Fans development strategy			1.0
2	Customer Relationship Staff			
3	Estimate or tell the number of			
1	Members			1.0
2	Registered Fans			2.0
3	Supporters & Followers			1.0
3	What Communications channels with the fans does the club have			1.0
4	Database of Registered Fans with their Bio Data			1.0
5	Fans Feedback Mechanism			1.0
6	Do you mind about followship/visits/engagements club digital platforms			
1	Website			1.0
2	Facebook			1.0
3	Twitter			1.0
7	Fan's engagement?			
1	Physical outreach			1.0
2	Digital (emails, Whatsapp Groups etc)			1.0
3	Broadcast			1.0
8	Fan's family Day			1.0
9	Digital platforms promote player profiles and display statistics?			1.0

<b>3.2.4</b>	<b>Revenue Generation</b>			<b>0.0</b>	<b>0.0</b>	<b>66.0</b>
<b>General</b>				<b>0.0</b>	<b>0.0</b>	<b>15.0</b>
1	Club strategy to improve the following revenue streams?					
	1	Gate Collections-At the Gate				1.0
	2	Gate Collections-Season Tickets				2.0
	3	Membership & Subscriptions				2.0
	4	Sale of Merchandise				2.0
	5	Sale of Rights & Licenses				1.0
	6	Hospitality				1.0
	7	Sale of Players				1.0
	8	Prize Money				1.0
	9	Donations				1.0
2	Club Commercial rights vis-à-vis the Players, League and FUFA?					1.0
3	Market/Customer Research to understand the Sales					1.0
4	Club written profile of the Club Commercial Properties					1.0
<b>Sales</b>				<b>0.0</b>	<b>0.0</b>	<b>12.0</b>
1	Club Sales Team					
	1	In-house				2.0
	2	Contracted Agency				2.0
	3	Hybrid				2.0
2	Does the Sales Team operate on targets and meeting them?					2.0
3	Does the Club have a Written Sales Strategy?					2.0
4	Does the Club run a Commissions Policy on Revenues					2.0
<b>Ticket Sales</b>				<b>0.0</b>	<b>0.0</b>	<b>12.0</b>
1	Season Tickets System					2.0
2	Does the season ticket system operate properly to benefit the lowest ticket holder?					2.0
3	Pricing strategy for tickets?					2.0
4	Family Tickets					2.0
5	Prestige/Premium club members tickets?					2.0
6	Electronic system that can check Season Tickets?					2.0

<b>Sponsorship</b>		<b>0.0</b>	<b>0.0</b>	<b>15.0</b>
1	Sponsorship Contracts with standard clauses (Term, Give, Take, 1st Right of Refusal, Termination, Exclusivity)			1.0
2	Legal and Commercial experts involved while negotiating these contracts?			1.0
3	Current Sponsors			
1	Objective of the Sponsor in undertaking the relationship?			1.0
3	Governance meetings with sponsors to review how the relationship is serving both brand interests and areas of improvements			1.0
4	Contractual obligations on the side of the Club fulfilled?			1.0
5	Make value for the Sponsors Investment			1.0
6	Negotiation of Renewal with Better Terms			1.0
7	Invitation to the Club events			1.0
8	Hospitality for the Sponsors at the Club			1.0
4	Potential Sponsors			
1	Invitation to the Club events			1.0
2	Hospitality for the Potential Sponsors at the Club			1.0
3	Have you understood their marketing strategy if it may meet the one of the club?			1.0
5	Categorised (Give & Take) Packages for Club Sponsors in writing?			
1	Official Sponsor			1.0
2	Shirt Sponsor			1.0
3	Partners			1.0
<b>Merchandising</b>		<b>0.0</b>	<b>0.0</b>	<b>7.0</b>
1	Have you registered the following club trademarks			
1	Shirt			2.0
2	Insignia			2.0
2	Daily use items with club insignia (Scuffs, Keyholders, Cups, watches, T-shirts etc)			1.0
3	Widely distributed authentic outlets of the Club Merchandise?			1.0
4	Strategy to close down on counterfeit replicas?			1.0
<b>Membership</b>		<b>0.0</b>	<b>0.0</b>	<b>5.0</b>
1	Do you have the members of the Club who pay membership			3.0
2	Can you create a membership of annual membership paying individuals?			2.0

3.3	Communications						Score		
							Club	Evaluator	Max
							0.0	0.0	50.0
<b>3.2.1</b>	<b>HR &amp; Tools</b>						<b>0.0</b>	<b>0.0</b>	<b>16.0</b>
	Title	Qualification	Experience	Part-Time	Full-Time				
	1	Communications Director	1.5	1.0	1.0	1.5		4.0	
	2	PR Manager	1.0	0.5	0.5	1.5		3.0	
	3	Content Developer	1.0	0.5	0.5	1.5		3.0	
	4	Content Distributor	1.0	0.5	0.5	1.5		3.0	
	5	Media Officer	1.0	0.5	0.5	1.5		3.0	
<b>3.2.2</b>	<b>Facilities</b>						<b>0.0</b>	<b>0.0</b>	<b>8.0</b>
	1	Does the M&S department have							
		1	Office						2.0
		2	ICT						2.0
		3	Content (Text, Audio, Pictures and Video) Capture Devices						2.0
		4	Software Applications to support the role						1.0
		5	Furniture & Fittings						1.0
<b>3.3.3</b>	<b>Planning</b>						<b>0.0</b>	<b>0.0</b>	<b>3.0</b>
	1	Written Communications Strategy?							1.0
	2	Written Communications Policy?							1.0
	3	Digital Media Strategy?							1.0
<b>3.3.4</b>	<b>Official Communication Channels</b>						<b>0.0</b>	<b>0.0</b>	<b>5.0</b>
	1	Official Club Communication Channels?							
		2	Fixed Telephone					1.0	
		3	Website					0.5	
		4	Club TV Show					0.5	
		5	Club App					0.5	
		6	YouTube		Numbers			0.5	
		7	Facebook		Numbers			0.5	
		8	Twitter (x)		Numbers			0.5	
		9	TikTok		Numbers			0.5	
		10	Instagram		Numbers			0.5	
<b>3.3.5</b>	<b>Public Relations</b>						<b>0.0</b>	<b>0.0</b>	<b>6.0</b>
	1	Official spokesperson?							
		Yes							1.0
		Only one who speaks on behalf of the Club?							1.0
	2	CSR involving its Star persons at the Club?							1.0
	3	Club rating for crisis management							1.0
	4	Club celebrate or commiserate with its own and the society							1.0
	5	Internal communications flow inside the club							1.0

<b>3.3.6</b>	<b>Brand Communication</b>		<b>0.0</b>	<b>0.0</b>	<b>6.0</b>
1	Does the Club own Branding Materials?				
	1	Tier Drops			1.0
	2	Pull Ups			1.0
	3	Back Drop			1.0
	4	Pitch Boards			1.0
	5	Digital Promotions (TVC)			1.0
	6	Audio Promotion Ads			1.0
<b>3.3.7</b>	<b>Conventional Media</b>		<b>0.0</b>	<b>0.0</b>	<b>6.0</b>
	Club use of conventional Media Channels				
	1	FM Radio Audience			2.0
	2	TV Audience			2.0
	3	Print Media			2.0

3.4	Hospitality & Events					Score			
						Club	Evaluator	Max	
						0.0	0.0	60.0	
3.4.1	Hospitality HR					0.0	0.0	15.0	
	Title	Qualification	Experience	P-Time	F-Time				
	1	Hospitality & Events Director	2.0	1.0	2.0	2.0		6.0	
	2	Hospitality Manager	1.0	0.5	0.5	1.5		3.0	
	3	Events Manager	1.0	0.5	0.5	1.5		3.0	
	4	Hospitality Officer	1.0	0.5	0.5	1.5		3.0	
3.2.2	Facilities					0.0	0.0	5.0	
	1	Does the M&S department have							
		1	Office						2.0
		2	ICT						1.0
		4	Software Applications to support the role						1.0
		5	Furniture & Fittings						1.0
3.4.3	General					0.0	0.0	15.0	
	1	List some of the Events your club organises other than matches							
		1							0.5
		2							0.5
		3							
	2	How are the invitations and accreditations managed for the club events							
		1	Hard Copies produced						0.5
		2	Electronic produced						1.0
		3	Sending						0.5
		4	Confirmation of Receipt						0.5
		5	Reminder						0.5
	3	Time management of the Club Events							0.5
	4	Communication of the Club events							0.5
		1	Before						0.5
		2	During (Live)						0.5
		3	After						0.5
	5	Set in writing the objective of each major event it organises							0.5
	6	Event Schedule							0.5
	7	Branding the Events							0.5
	8	Protocol at Events							
		1	Introductions						0.5
		2	Sitting Order						0.5
		3	Talking Order						0.5
	9	Eats and Drinks at Events?							0.5
	10	Own and give out accessories (Pens, Note Books etc)							0.5
	11	Written dress code for its events?							0.5
	12	Is the MC briefed on the Dos and Don'ts?							0.5
	13	Written running order for its events							0.5
	14	Give away gifts at end of its events							0.5
	15	Organise and archive official pictorial for the Club events							0.5
	16	Provide interviews of the club event persons with the media							0.5
	17	Reporting system for each of the club events							0.5

18	Written a Hospitality Manual?			1.0
<b>3.4.4</b>	<b>Match Organisation</b>	<b>0.0</b>	<b>0.0</b>	<b>25.0</b>
1	Event management manual			1.0
2	Match organising team			1.0
3	Safety and Security Issues at events			
1	Security @ matches			1.0
2	Fire			1.0
3	Medical			1.0
4	Do the following control access systems exist at the Club Stadium?			
1	Hardware			2.0
2	Software			2.0
3	Peopleware			2.0
5	Emergency Evacuation (Exit Plan)			1.0
6	Media Services Support			1.0
7	Infants Access and Playing			1.0
8	PwD Access, sitting and toilets			2.0
9	Sanitary Services			1.0
10	Access to eats and drinks at Club matches			1.0
11	Parking Management Policy			1.0
12	Are there any After-match activities for adults			1.0
13	Trained stewards and ushers to guide fans?			1.0
14	OTT services			
1	Parking			1.0
2	Car Washing			1.0
3	Saloons			1.0
4	Bar & Restaurant			1.0

3.5	Infrastructure and Facilities		Score		
			Club	Evaluator	Maximum
			0.0	0.0	72.0
<b>3.5.1</b>	<b>Equipment &amp; Dresses</b>		<b>0.0</b>	<b>0.0</b>	<b>10.0</b>
1	Dresses		0.0	0.0	10.0
	1	Training Gear			2.0
	2	Match Gear			2.0
	3	Travel Gear			2.0
	4	Hotel Gear			1.0
	5	Events Gear			2.0
	6	Office Corporate ware			1.0
<b>3.5.2</b>	<b>Facilities</b>		<b>0.0</b>	<b>0.0</b>	<b>20.0</b>
1	Offices		0.0	0.0	4.0
		Board Room, Waiting Room, Reception, hall of Fame			2.0
		CCTV			1.0
		Signage			1.0
2	Tools		0.0	0.0	6.0
	1	Computers			2.0
	2	Storage			2.0
	3				2.0
3	Logistics		0.0	0.0	10.0
		Transport			7.0
		Laundry			3.0
<b>3.5.4</b>	<b>Infrastructure</b>		<b>0.0</b>	<b>0.0</b>	<b>42.0</b>
	<b>Training Facility</b>		<b>0.0</b>	<b>0.0</b>	<b>10.0</b>
1	Equipped Offices				1.0
2	Multimedia Audio-Visual Environment				1.0
3	Medical Facilities				1.0
4	Water and Sanitation				1.0
5	Football Pitches				2.0
6	Resting and Changing rooms				1.0
7	Classrooms and associated facilities				1.0
8	Academy Training Facilities				1.0
9	Isolated from the media, fans and the public				1.0
	<b>Stadium</b>		<b>0.0</b>	<b>0.0</b>	<b>32.0</b>
1	Numbered Seats				4.0
2	Separation of fans				2.0
3	First Class Pitch				5.0
4	Resting and Changing rooms				3.0
5	Eats and Drinks Corners				2.0
6	Car Parking,				2.0
7	Infants and disabled corners				2.0
8	Flood Lights				2.0
9	Electronic Gates				3.0
10	CCTV				3.0
11	Media and Broadcast Facilities				2.0
12	Signage				2.0

## **Annex-2: Procedural Rules**

### **1. Scope of Application**

- (a) This section defines the procedure to be followed by the Licensor, FIB and AB.
- (b) Any provisions in the FUFA Statutes or in the Club Licensing Regulations that deviate from these Rules shall have precedence over the provisions of these Rules.
- (c) If there are any omissions in these rules, the Decision-Making Bodies will decide in accordance with the FUFA statutes and regulations.

### **2. Procedural Rights**

- (a) The Applicant or appellant's fundamental procedural rights shall be guaranteed, in particular, the right to equal treatment and have a reasoned decision.

### **3. Official Language**

- (a) Applicants must submit all necessary documentary evidence of their compliance with these regulations in English.
- (b) Proceedings at decision making bodies may be conducted in English.

### **4. Deadlines**

- (a) Deadlines are those defined and outlined in official communications issued by FUFA (including circulars, formal letters and email) and via any electronic information platform which may be in use by FUFA
- (b) The Licensor may, alter the deadlines outlined during a cycle and communicate such changes, in a timely manner, to all those involved in the Club Licensing process.
- (c) The deadline shall be deemed to have been observed where the submission is made by midnight the day of the deadline.
- (d) Deadlines are triggered when notified and begin on the day after the parties have received the relevant notification or communication.
- (e) The deadline shall expire at midnight on the last day. If the last day of the time limit is a public holiday in Uganda, the time limit shall expire the next working day.

### **5. Notifications or Communications**

- (a) Notifications or communications shall be served at the contact details of the Applicant or Appellant as per FUFA records. They may also be served on parties'

representatives. They may be made by e-mail or any other means of telecommunication that provides a record of sending thereof.

## **6. Appeal**

- (a) An appellant wishing to appeal before the AB against a decision of the FIB shall submit its/his Request for Appeal to the AB in writing.
- (b) To lodge an appeal, an appellant must pay an appeal fee of 500 UAs
- (c) Appeals may only be submitted by the appellants as defined in Article 8 of these present regulations.
- (d) The time limit to appeal is 3 days after the date on which the FIB's decision was notified to the Applicant.
- (e) The request for appeal must be dated and signed by the Appellant and it must contain:
  - i) The FIB's decision appealed against;
  - ii) The grounds for the appeal;
  - iii) The legal arguments giving rise to the appeal;
  - iv) All supporting documents and evidences upon which the Appellant intends to rely in accordance with Article 8 above.

If these requirements have not been complied with, the appeal may not be admissible. This decision will be taken by the AB.

- i) The License appellant has the right to be heard.
- ii) The appeal shall not have a suspensive effect.

## **7. Evidence**

8. The appellant has the burden of proof.

## **9. Hearings/Deliberations**

- (a) The FIB and AB shall deliberate in chamber.



**FUFA**

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