



As assistant of the licensing manager in the Football Federation of Macedonia I started from the same beginning of the project - club licensing system back in November 2002 when we prepared the first Rulebook for licensing football clubs entering UEFA competition.

After the approval of the Rulebook form our ExCo and UEFA as well, we've organized a presentation of the project to the clubs, local and state authorities, sponsors, media and the public. At this presentation we've found fear from their side, fear from the unknown. We got lots of negative feedback that this is mission impossible, that this cannot pass in our country,

and that this is way beyond ourselves.

After evaluating all this feedbacks we've decided to do a probationary licensing cycle for those clubs who want to participate without any disciplinary measures. That was for the UEFA season 2003/2004 when we had 3 from 12 clubs applying for the probationary period. Those results were terrible regarding what we where expecting.

That's why we have decided to plan how to educate them and how to improve the number of clubs who will apply for license. At the beginning we have started with lots of seminars and workshops for the clubs preparing them for the first official licensing cycle 2004/2005. The results were much more better, 6 out of 12 applied and all of them got the license for the UEFA competitions. Afterwards we had more and more interest from the clubs as well the media and the public. Lots of them saw the benefit of how the system works. They realize the importance that it is not necessary to be 1st on the league table so you can qualify only on sports merit.

Football Federation of Macedonia through the Licensing administration was responsible for the implementation and running the CLS. We have been awarded by the SGS with the 2 (two) Certificates for compliance with the Standard prepared by UEFA. This Standard was made according to the ISO 9001:2000. Getting these certificates and also maintaining them for the past 6 years was not an easy job. It requires full commitment from the top management of the Federation, clearly defined tasks and goals, adequate human resources, independence and confidentiality, planning and realization, evaluation and analysis etc.

With the implementation of the CLS and the targets that were defined we've managed to:

- improve and adapt some of the clubs infrastructure,
- have better organization management structure,
- improve the economic and financial possibilities of the clubs increasing their transparency and credibility,
- have continuous improvement of all aspects of the football in Macedonia with priority of quality training and care for the youth categories in each club.

Unfortunately the club licensing system till now only applies for the UEFA competitions. Starting from this year we are preparing for the licensing in the domestic championship starting next season which for us is very crucial reaching defined goals for improving the Macedonian as well as European football.

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