

Having founded its club licensing system, UEFA couldn't ignore the quality of works committed by national associations (licensors). That's why presenting its Club Licensing Manual (Version 1.0) in 2002, UEFA also introduced "National Football Body Licensing Standard" ("UEFA Standard") based on ISO-9000. All licensors had to follow its requirements while fulfilling "licensing" works.

This document foresaw equal treatment towards all European clubs. It had to be a basis for ensuring credibility and transparency of the club licensing system

The objectives of the Standard were:

- evaluate applicant clubs all over Europe in a consistent and equitable manner;
- constantly optimize the efficiency of the UEFA club licensing procedure and the quality of services provided;
- specify the requirements that the licensor has to comply with for issuing the concerned clubs with the licence necessary for entering UEFA club competitions;
- transparency and independence of the decision-making process;
- commitment of the licensor management at all levels;
- clear communication between national associations, affiliated leagues, clubs and UEFA;
- etc.

The expected benefits of the Standard application were:

- encourage focus on the customer's expectations;
- clear assessment process, which will help to provide benefits to the licensee;
- management system, which will help the licensor to operate the club licensing system;
- foundations for extending good management practices to the whole of the licensing administration;
- etc.

The document consisted of 49 obligatory requirements. The requirements were divided into 5 chapters:

- M – Management Commitments (10 requirements)
- R - Resources (11 requirements)
- D – Documentation & Records (5 requirements)
- ICP – Internal Control Plan (5 requirements)
- CP – Core Process (18 requirements)

The licensor had to establish a plan of the internal audits and carry out internal audits accordingly, so as to examine adequacy and quality of committed works. At the same time, UEFA authorized world famous Swiss company "SGS" to conduct external audits to inspect the fact and quality of implemented works. Based on those audits licensors could obtain International Quality Certificate "QUALICERT". Validity of certificates was 3 years, while two more supervisory audits were to be implemented after granting the certificate.

It should be mentioned that these audits possessed a peculiarity. 15 out of 49 requirements of the Standard were essential, as any breach or non-compliance with them had to bring to refusal or withdrawal of the certificate. For other cases the licensor had an opportunity to improve that non-compliance (up to 1 month). Auditors of Ukrainian branch of "SGS" had to implement those audits in the FFA.

Meantime these audits had to ensure:

- improvement of relationships between licensor and licence applicant;
- improvement of confidence between licensor and UEFA;
- licensor's high quality performance for all clients;
- improvement of the authority of football for all stakeholders.

The 1st audit in the FFA was conducted by SGS auditor Alexander Andreychenko on 29 November 2004. As a result, SGS Certification Committee (Geneva, Switzerland) issued a decision, according to which the FFA Licensing Department was granted the “QUALICERT” certificate (No CH 05/0179). - [PHOTO](#)

Supervisory audits were committed on 8 August 2005 and 11 September 2006. The same specialist of “SGS” carried them out. Both audits displayed full compliance with UEFA’s “National Football Body Licensing Standard”.

In October 2006 UEFA introduced its “Club Licensing Quality Standard” (Version 2.0) to the European Football Family and stakeholders. It was based on ISO-9001:2000 and had significant differences from its “predecessor”. It set new tasks upon licensors, which had to transform their work into more clear, qualitative and accessible. Meantime this document aimed at permanent development of licensor’s activity.

The construction of the document was also changed. Now it introduces 2 different levels of requirements: Level 1 requirements are obligatory, while Level 2 requirements – only in case of applying for ISO-9001:2000 certificate.

Requirements references (codes) were also changed, as well as the quantity of requirements reduced, though it had no influence on their content:

- MA – Management (14 requirements; 2 of them – Level 2)
- RE - Resources (7 requirements; 2 of them – Level 2)
- DO - Documentation (6 requirements; 2 of them – Level 2)
- IR – Review & Improvement (10 requirements; all – Level 1)
- CP – Core Process (3 requirements; all – Level 1)

Now 6 out of 40 requirements are of essential (major) importance.

The 1st audit according to the new document was carried out in the FFA by “SGS” Certification Manager Alexey Katok on 19 October 2007. As a result, it turned out that in spite of the new document and the more complicated requirements, the FFA Club Licensing System (CLS) carried on “tradition” of complying with UEFA requirements. During its meeting in Geneva on 13 December 2007 “SGS” Certification Committee decided to grant a new certificate to the FFA Licensing Department (No CH 07/1453). - [PHOTO](#)

Another “SGS” supervising audit carried on 24 September 2008 confirmed the compliance of the FFA CLS with UEFA Quality Standard requirements.

At present, the FFA Licensing Department activities are carried out properly. Like in previous seasons, the internal audit plan is established; according to which internal audits take place to monitor compliance to “UEFA Quality Standard” requirements, which allows revealing non-compliances and/or concessions and their improvements at the very beginning.