

The destiny of any organization or a project depends on the employed and/or involved personnel. Moreover, it can be said that actually the organization constitutes the same entity as its staff.

That's why UEFA and FFA pay significant attention to the personnel which implements national club licensing system. Each licensor (National Association) must establish a staff, which will implement the required licensing procedures. The staff will prepare, implement and improve the national club licensing system, providing the licensees (clubs) with necessary assistance, advising, monitoring and examining their activities and documentation, as well as making appropriate decisions based on the inspections results.

Starting from 2002 Top Management of the Football Federation of Armenia has been doing its best to ensure that very experienced and young talented personnel has been involved into its activities. Absolutely the same refers to the FFA Club Licensing System., which has been under Top Management's strict supervision since the 1st day.

When we first started to implement the practical stage of the club licensing system, we faced a lot of difficulties when trying to find persons, staff, which could carry out their duties on the appropriate high level. It was particularly difficult, since UEFA foresaw involvement of the "*quantum satis*" personnel, which was and is a rather complicated task for a country with limited human resources, such as Armenia.

The FFA club licensing system required the following positions.

Licensing Department (Unit)

- Project Leader (must implement general supervision of the system)
- Licensing Manager
- Deputy Licensing Manager
- Media Officer (responsible for the contacts with mass media and local Football Family)
- Sporting Criteria Expert
- Personnel & Administrative Criteria Expert
- Infrastructure Criteria Expert
- Legal Criteria Expert
- Financial Criteria Expert
- Persons, who will replace experts /when needed/

Decision making bodies (committees)

- Licensing Committee (1st Instance Body)
 - Quantity of members – 5 (the quorum of minimum is 3 members)
 - At least a lawyer and an accountant (auditor) among its members
 - The Licensing Committee may be formed from FFA administrative staff
- Licensing Appeals Committee (Appeals Body)
 - Quantity of members – 7 (the quorum of minimum is 5 members)
 - At least a lawyer and an accountant (auditor) among its members
 - The Licensing Appeals Committee may not be formed from FFA administrative staff

As you see, we had to deal with a very difficult task, especially considering the fact that the FFA didn't own significant funds to hire high-level specialists. Anyway, it appeared possible to mobilize internal resources, as well as establish cooperation with various persons (including specialists in appropriate fields), who turned out to be real football fans and agreed to cooperate generally free of charge.

However, there is no need for mentioning that no one from the personnel had an experience of implementation of such duties. Only few of them participated at the UEFA Club Licensing workshops and seminars

within 2002-2003, sharing the information with colleagues. Most of those workshops also had mainly theoretical character (probably, only with exception of infrastructure criteria), as far as nobody could foresee how this all-European project would develop in future.

The FFA Club Licensing Scheme personnel solved the 1st season problems with honor, obtaining invaluable experience and providing the licensees with necessary assistance.

Starting from 2003 the FFA Club Licensing System personnel has been participating in various workshops and seminars organized by UEFA. Those meetings become more and more practical, which is of significant assistance to the continuous development and improvement of the project. Based on the UEFA workshops, the FFA Licensing Department has been organizing its own seminars for its clubs, where the topics of mutual interest have been presented and discussed.

At present the FFA Club Licensing System is completed by very experienced and highly qualified staff. Moreover, in opposite to previous seasons, starting from 2006

- each expert has had his/her own deputy, which has made the fulfillment of tasks and duties smoother and more effective,
- no staff members changes have been made, as far as its theoretical and practical knowledge corresponds to the Club Licensing needs.

Those persons are:

FFA Licensing Department (Unit)

- Project Leader – Armen MINASYAN (FFA CEO)
- Licensing Manager – Arno SARGSYAN (Head of Licensing Department)
- Deputy Licensing Manager – Arthur AZARYAN (Senior Officer)
- Media Officer – Tigran ISRAELYAN (FFA Media Officer II)
- Sporting Criteria Expert – Arthur ABRAHAMYAN (FC “Furman Abrahamyan” President)
- Sporting Criteria Deputy Expert – Babken GHALOYAN (Head of the FFA Youth Football Unit)
- Personnel & Administrative Criteria Expert – Lida KHACHATRYAN (FFA Human Resources Department officer)
- Personnel & Administrative Criteria Deputy Expert – Knarik ABELYAN (FFA International Department officer)
- Infrastructure Criteria Expert – Vardan KHACHATRYAN (Director of Yerevan “Republican” Stadium after V. Sargsyan)
- Infrastructure Criteria Deputy Expert – Varuzhan HOVHANNISYAN (Deputy Director of Yerevan “Republican” Stadium after V. Sargsyan)
- Legal Criteria Expert – Lusine BAKUMYAN (Head of the FFA Legal Department)
- Legal Criteria Deputy Expert – Armine HOVHANNISYAN (Ministry of Nature Protection of the Republic of Armenia)
- Financial Criteria Expert – Gagik RECHELYAN (FFA Accountant-in-Chief)
- Financial Criteria Deputy Expert – Gevorg PAPIKYAN (FFA Financial Director)

Licensing Committee (1st Instance Body)

Chairman – Armen GHAMBARYAN (FFA Deputy CEO)

Deputy Chairman – Ashot MANUKYAN (FFA Vice-President)

Members – Khachik DANIELYAN, Lawyer (“X-Group” International Union)

- Hakob HAMBARTSUMYAN, Accountant (FFA Accounting Department specialist)

- Marina TASHCHYAN (Head of the FFA Grassroots Department)

Licensing Appeals Committee (Appeals Body)

Chairman – Arayik MANUKYAN (“Araratbank” CJSC)

Deputy Chairman – Nelly STEPANYAN, Lawyer (The National Assembly of the Republic of Armenia)

Members – Armen MARKOSYAN, Accountant (“Dekhs” LLC)

- Senik KARA-POGHOSYAN (Sport Journalist)
- Vahagn DAVTYAN (Representative of “Hummel” in Armenia)
- Robert SARIBEKYAN (Senior Officer of FC “Banants” Youth Football School)
- Mushegh NIKOYAN (Coach at Yerevan Erebouni District No 1 Sports School)

At the beginning of each licensing season (cycle) the personnel involved into the scheme signs the following documents:

- Confidentiality agreements, by which they handle the responsibility for ensuring the confidentiality of information;
- Annual independence declarations, by which they understand their responsibilities in respect to the principles of independence;
- Code of Ethics, where the ethical norms of conduct are indicated. You can read the document [here](#).