

QATAR STARS LEAGUE MANAGEMENT CLUB LICENSING REGULATIONS

For the award of licences for
QSL SEASON -2018/2019
AFC SEASON 2019

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Terms and Definitions

Note: Terms in the singular form include the plural form and vice-versa.

Term	Definition
Accounting policies	<i>The specific principles, bases, conventions, rules and practices adopted by an entity in preparing and presenting its financial statements.</i>
AFC	<i>The Asian Football Confederation.</i>
AFC Club Competitions	<i>AFC Champions League, AFC Cup and/or AFC President's Cup.</i>
AFC Sporting Season	<i>From 1 January until 31 December each calendar year.</i>
AFC Stadium Regulations	<i>Working document which describes the requirements to be fulfilled by the clubs with regard to the stadium to be used for AFC club competition matches.</i>
Affiliated Member	<i>Any legal entity according to Qatari law and/or QFA Statutes, which is a member of the QFA and/or QSLM.</i>
Annual Financial Statements	<i>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.</i>
Associate	<i>An entity, including an unincorporated entity such as a partnership, over which the investor has significant influence and neither a Subsidiary nor an interest in a joint venture.</i>
CEO	<i>Chief Executive Officer.</i>
Audit	<i>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</i>

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.

Budget	<i>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.</i>
Cash and cash equivalents	<i>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.</i>
Consolidated financial statement	<i>Financial statements of a group presented as those of a single economic company.</i>
CLAS	<i>Club Licensing Administration System.</i>
Club	<i>A football club company situated within the territory of the State of Qatar which is a legal entity under Qatari law.</i>
Club Licensing Appeal Committee (CLAC)	<i>The appeal body which hears appeals against decisions of the Club Licensing Committee</i>
Club Licensing Committee (CLC)	<i>The first instance decision-making body which decides on whether a Licence should be granted/refused and whether a Licence should be withdrawn.</i>
Club Licensing System	<i>Consists of six (6) categories , Procedural Rules and the Core Process.</i>
Core Process	<i>The minimum requirements that the Licensor has established for the verification of compliance with the Criteria described in these Regulations as the basis for the issuance of a Licence to a Licence Applicant.</i>
Criteria	<i>Requirements to be fulfilled by the Licence Applicant divided into six (6) categories (Sporting, Infrastructure, Personnel and Administrative, Legal,</i>

Financial and Business) being split into 3 grades: A,B and C

Direct costs of acquiring a player's registration

Those payments to third parties for the acquisition of a player's registration, excluding any internal development or other costs. Costs to include:

- a) transfer fee payable for securing the registration;*
- b) transfer fee levy (if applicable); and*
- c) other direct costs of obtaining the player's registration (e.g. payments to intermediaries for services to the club, legal fees, compensation payments for training and development of young players in accordance with FIFA and/or domestic transfer regulations and other direct costs in connection with the transfer).*

Event or Condition of Major Economic Importance

An event or condition is of major economic importance if it is considered material to the financial statements of the Reporting Entity and would require a different (adverse) presentation of the results of the operations, financial position and net assets of the Reporting Entity if it had occurred during the preceding financial year or interim period.

EXCO

Executive Committee of Qatar Stars League

Future Financial Information

Information about the prospective financial effects of future events and possible actions on the entity concerned.

Financial Year

The financial reporting period ending on the Statutory Closing Date, whether this is a year or not, and which is not an interim period.

Going Concern

A Reporting Entity is normally viewed as a going concern, that is, as continuing in operation for the foreseeable future. It is assumed that the entity has neither the intention nor the necessity of liquidation, ceasing trading nor seeking protection from creditors pursuant to the laws or regulations.

Historic Financial Information

Information about the financial effects of past events on the entity concerned. Historic financial information is in respect of the financial performance and position prior to the licensing decision.

<i>Independent Auditor</i>	<i>An auditor (or accountant) who is independent of the entity, in compliance with the Qatari Law and IFAC Code of Ethics for Professional Accountants. For additional information, visit www.ifac.org. The term 'auditor' may also be used when describing related services or assurance engagements other than audits.</i>
<i>Interim Financial Statements</i>	<i>A financial report containing either a complete set of financial statements or a set of condensed financial statements for an interim period</i>
<i>Interim Period</i>	<i>A financial reporting period shorter than a full financial year.</i>
<i>Licence</i>	<i>Certificate issued by QSLM confirming fulfilment of all mandatory minimum requirements by the Licensee</i>
<i>Licensee</i>	<i>Licence Applicant which has been granted a Licence.</i>
<i>Licensing Administration (LA)</i>	<i>Department or staff within the Licensor that deals with club licensing matters.</i>
<i>Licence Applicant</i>	<i>Legal entity according to Qatari Law and/or QFA Statues , who applies for the Licence, fully and solely responsible for a Club participating in national and international club competitions and is a member of the QFA and/or QSLM ("Affiliated Member")</i>
<i>Licensing Manager</i>	<i>Head of the Licensing Administration.</i>
<i>Licensing Process</i>	<i>Process in which a licence is granted.</i>
<i>Licensor</i>	<i>QSLM – the body that operates the Licensing Process and grants the Licences.</i>
<i>Material or Materiality</i>	<i>Omissions or misstatements of items or information are material if they could, individually or collectively, influence the economic decisions of users taken on the basis of the financial information. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances or context. The size or nature of the item, or a combination of both, could be the determining factor.</i>

<i>N/A</i>	<i>N/A means not applicable.</i>
<i>Parent</i>	<i>An entity that has one or more subsidiaries.</i>
<i>Procedural Rules</i>	<i>The rules governing the procedures of the CLC, CLAC and LA</i>
<i>Related party</i>	<p><i>A party is related to an entity if :</i></p> <ul style="list-style-type: none"> <i>a) Directly, or indirectly through one or more intermediaries, the party: <ul style="list-style-type: none"> <i>i) controls, is controlled by, or is under common control with the entity (this includes parents, subsidiaries and fellow subsidiaries);</i> <i>ii) has an interest in the entity that gives it significant influence over the entity; or</i> <i>iii) has joint control over the entity;</i> </i> <i>b) the party is an associate of the entity;</i> <i>c) the party is a joint venture in which the entity is a venturer;</i> <i>d) the party is a member of the key management personnel of the entity or its parent;</i> <i>e) the party is a close member of the family of any individual referred to in (a) or (d);</i> <i>f) the party is an entity that is controlled, jointly controlled or significantly influenced by, or for which significant voting power in such entity resides with, directly or indirectly, any individual referred to in (d) or (e); or</i> <i>g) the party is a post-employment benefit plan for the benefit of employees of the entity, or of any entity that is a related party of the entity.</i>
<i>Reporting entity/entities</i>	<i>The registered member and/or company or group which, according to the rules of this regulations, must provide the licensor with respectively statutory or consolidated financial statements.</i>
<i>Qatar Stars League (QSL)</i>	<i>The first division of Qatari football.</i>
<i>Qatargas League</i>	<i>A league under the auspices of QFA which combines the reserve teams of QSL and the second division clubs.</i>
<i>QFA</i>	<i>The Qatar Football Association, the governing body of</i>

	<i>football in the State of Qatar.</i>
QFA Disciplinary Committee	<i>A judicial body of the QFA, the responsibilities and functions of which are stipulated in the QFA Statutes and QFA Disciplinary Code.</i>
Regulations	<i>Refers to these Regulations, i.e. the QSLM Club Licensing Regulations</i>
Reporting Entity	<i>The Affiliated Member and/or group which, according to the rules of these Regulations, must provide the Licensor with respectively statutory or consolidated financial statements.</i>
Significant Change	<i>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.</i>
Significant Influence	<i>The power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.</i>
Sporting Season	<i>From 1 July until 30 June the following calendar year.</i>
Stadium	<i>Refers to the venue where the club will play its home matches in domestic /international competitions including but not limited to, all properties and facilities near to such stadium (for example, offices, hospitality areas, press centres and accreditation centres).</i>
Statutory Closing Date	<i>The annual accounting reference date of the Reporting Entity.</i>
Subsequent Events	<i>Events or conditions occurring after the licensing decision.</i>
Subsidiary	<i>An entity, including an unincorporated entity such as a partnership that is controlled by another entity.</i>
Supplementary information	<i>Financial information to be submitted to the licensor in addition to the financial statements if the minimum requirements for disclosure and accounting are not met.</i>
	<i>The supplementary information must be prepared on a basis of accounting, and accounting policies,</i>

consistent with the financial statements. Financial information must be extracted from sources consistent with those used for the preparation of the annual financial statements. Where appropriate, disclosures in the supplementary information must agree with, or be reconciled to, the relevant disclosures in the financial statements

Training facilities

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

In these regulations, the use of the masculine form refers equally to the feminine

1.Introductory Provision

1.1.Scope of Application

These Regulations govern the rights, duties and responsibilities of all parties involved in the Club Licensing System and define, in particular:

- a) The minimum and recommended Criteria to be fulfilled by the Licence Applicant/Licensee as well as the procedures to be followed by the Licensor in the assessment of the Core Process and Criteria;*
- b) The minimum sporting, infrastructure, personnel and administrative, legal, finance and business criteria to be fulfilled by a Licence Applicant in order to be granted a Licence by the Licensor.*

1.2. Objectives

The Club Licensing System has the following objectives:

- a) Safeguarding the credibility and integrity of the domestic and AFC Club Competitions;*
- b) Allowing the development of benchmarking for Clubs in finance, sporting, legal, personnel and administrative, infrastructure and business related criteria in Qatar.*
- c) Further promotion and continuous improvement of the standard of all aspects of football in Qatar and continuing priority being given to the training and care of young players in each Club;*
- d) Increasing the quality of management and organization within the Clubs.*
- e) Improving the economic and financial capabilities of the Clubs, increasing their transparency and credibility, placing the necessary importance on the protection of creditors;*
- f) Enhancement of the Clubs' sporting infrastructure to provide spectators and media with well-appointed, well-equipped and safe stadiums;*
- g) Safeguarding the continuity of domestic and international competitions*

2.Procedures

2.1. Management of the Club Licensing System

- 2.1.1. QSLM shall be responsible for the Club Licensing System and shall appoint the relevant administrative staff and decision-making bodies.**
- 2.1.2. The process shall be comprised of submission and self-certification on the part of the Licence Applicant, together with a review, assessment and recommendation by the LA and any external party appointed by the LA.**

2.2. Criteria Grades

- 2.2.1. The Criteria outlined in the present Regulations are graded into three (3) separate categories. This arrangement corresponds with the relevant AFC and FIFA club licensing regulations.**
- 2.2.2. The three (3) different grades are defined as follows:**

"A" Criteria – MANDATORY	<i>If the Licence Applicant does not fulfil any "A" Criteria, then it shall not be granted a Licence.</i>
"B" Criteria – MANDATORY	<i>If the Licence Applicant does not fulfil any "B" Criteria, then it is sanctioned as specified by the Licensor but can still receive a Licence</i>
"C" Criteria – BEST PRACTICE	<i>These criteria are best practice recommendations. Non-fulfilment of any "C" Criteria does not lead to any sanction or to refusal of the Licence. Certain "C" Criteria may become "MANDATORY" at a later stage.</i>

2.3. The Licensing Process

- 2.3.1. The Clubs are required to apply for and undergo the Licensing cycle each Sporting Season in order to obtain their Licence.**
- 2.3.2. Licence Applicant shall undergo the Licensing Process in the prescribed period preceding the Sporting Season to be licensed.**
- 2.3.3. At the beginning of each Licensing cycle, the Licensor shall inform to the relevant Clubs of the relevant processes, procedures and timelines of the Core Process.**

2.4. Development

- 2.4.1. The Club Licensing System is a progressive system designed to provide for continuous improvement.**
- 2.4.2. The relevant club licensing bodies have the authority to review the criteria and propose relevant amendments to the present Regulations to the QSLM & QFA EXCO for their consideration.**

2.5. Compliance Audits

- 2.5.1. AFC/QFA and/or its nominated bodies/agencies reserve the right to, at any time, conduct compliance audits of the licensor and licensee.**
- 2.5.2. Compliance audits aim to ensure that the licensor, as well as the licence applicant/licensee, have fulfilled their obligations as defined in these regulations and that the licence was correctly awarded at the time of the final decision of the licensor**
- 2.5.3. For the purpose of compliance audits, in the event of any discrepancy in the interpretation between AFC Club Licensing Regulations and the QSL Licensing Regulations, the AFC Club Licensing Regulations shall be authoritative.**
- 2.5.4. The non-observance of the minimum mandatory requirements as defined in these Regulations may result in sanctions according to AFC's recommendations or decisions according to the nature and the gravity of the violations.**

2.6. Commencement of the Licensing Process and Licence Requirements

2.6.1. The Licensing Cycle for the award of Licences for a Sporting Season shall commence during the previous Sporting Season

3. The Licensor

3.1 Licensor

- 3.1.1 QSLM is the Licensor. The QFA with the approval of the AFC has delegated the club licensing system to QSLM.**
- 3.1.2 QSLM governs the Club Licensing System, appoints the corresponding licensing bodies and fixes the necessary processes.**
- 3.1.3 QSLM guarantees full confidentiality with regard to all information given by the Licence Applicant during the Licensing Process.**
- 3.1.4 QSLM shall ensure that all those persons involved in the Licensing Process comply with the strict confidentiality rules regarding information received during the procedure. To this effect, QSLM shall set up the necessary confidentiality clauses in this respect, which shall be signed before the engagement of those persons in the Club Licensing System.**
- 3.1.5 QSLM shall inform QFA of all decisions related to the granting or refusal of a Licence to a club of the QSL/Qatargas League**

3.2 Licensing Administration (LA)

- 3.2.1 The LA shall be under the direction of the QSLM CEO, who shall appoint qualified staff members, in particular, the Licensing Manager.**
- 3.2.2 The tasks of the LA shall include:**
 - a) Preparing, implementing and further developing the Club Licensing System;**
 - b) Access and administer the AFC CLAS (Club Licensing Administration System);**

- c) Provide training and support for the Licence applicants in using AFC CLAS;*
 - d) Providing administrative support to the decision-making bodies referred to in 3.4 and 3.5 below;*
 - e) Assisting, advising and monitoring the Licensees during the season;*
 - f) Informing the AFC of any event occurring after the licensing decision that constitutes a significant change to the information previously submitted to the licensor;*
 - g) Serving as the contact point for and sharing expertise with the licensing departments of other AFC member associations and with AFC itself.*
- 3.2.3 The LA must be composed of adequate and suitably qualified staff and the necessary infrastructure to fulfil their duties. These costs are borne by QSLM.*
- 3.2.4 At least one (1) staff member or an external financial advisor must have a financial background and a diploma in accountancy/auditing recognised by the appropriate national body.*

3.3 The Decision-Making Bodies

- 3.3.1 The decision-making bodies, established by QLSM, are as follows:*
- a) The Club Licensing Committee (CLC)*
 - b) The Club Licensing Appeal Committee (CLAC)*
- 3.3.2 The QSLM EXCO shall appoint the members of the decision-making bodies for a period of four (4) years. The members of the decision-making bodies may be re-appointed for another period of four (4) years after serving their initial term. The appointment of the members of the decision-making bodies is subject to ratification by the QFA EXCO.*
- 3.3.3 The minimum quorum of the decision-making bodies, must be at least three (3) members.*

- 3.3.4** *Decisions of each decision making body are taken during meetings by a majority of the votes cast. The chairman of the decision-making bodies shall have a deliberate vote and, in the case of voting equality the casting vote.*
- 3.3.5** *The decision-making bodies shall be independent from one another.*
- 3.3.6** *The members of the decision-making bodies must follow the strict confidentiality rules in the same way as members of the LA.*
- 3.3.7** *The members of the decision-making bodies must act impartially in the discharge of their duties*
- 3.3.8** *Each of the decision-making bodies must have at least one (1) qualified lawyer and one(1) accountant/auditor holding a qualification recognised by the appropriate National Professional Body amongst their members.*
- 3.3.9** *A member of a decision-making body must in all cases automatically abstain if there is any doubt as to their independence towards the Licence Applicant or if there is a conflict of interest.*
- 3.3.10** *The members of the decision-making bodies shall not simultaneously belong to a statutory judicial body of the QFA/QSL and in the case of the CLAC members it shall not include administrative staff of the QFA and/or QSLM.*
- 3.3.11** *QSLM may nominate administrative staff of QFA and QSLM as members of the CLC with the exception of the Licensing Manager, who cannot be a member of the CLC.*
- 3.3.12** *The independence of a member of the decision-making bodies may not be guaranteed if he/she, or any member of their family (spouse, children, parents, siblings) is a member, shareholder, business partner, sponsor; or consultant of the Licence Applicant (this list is not exhaustive).*

3.4 The Club Licensing Committee (CLC)

- 3.4.1** *The Club Licensing Committee is the first-instance body that shall decide, at the relevant deadline set by the Licensor, on whether:*
- a) A Licence should be granted/refused to a Licence Applicant; or*
 - b) A Licence should be withdrawn;*
- on the basis of the documents at its disposal and in accordance with the provisions of the present Regulations.*
- 3.4.2** *The decision must be in writing, include the reasons behind the decision and, if necessary, notice of the channels of appeal.*
- 3.4.3** *After the expiration of time to appeal, non-appellate decisions of the CLC are final and binding.*

3.5 The Club Licensing Appeal Committee (CLAC)

- 3.5.1** *The CLAC decides on appeals submitted in writing and makes a final decision on whether a licence should be granted or withdrawn.*
- 3.5.2** *Appeals may only be lodged by:*
- a) A licence applicant who received a refusal from the CLC;*
 - b) A licensee whose licence has been withdrawn by the CLC; or*
 - c) The Licensing Manager on behalf of the licensor.*
- 3.5.3** *CLAC makes its decision based on the decision of the CLC on the evidence provided by the appellant. A written request for appeal shall be made by the set deadline.*
- 3.5.4** *The decision must be in writing and include the reasons behind the decision.*
- 3.5.5** *If QFA has an independent arbitration tribunal specified in its statutes, then that tribunal shall be the final appellate authority. If the QFA does not have an independent arbitration tribunal then the Court of Arbitration for Sport (CAS) shall be the final appellate authority. In this respect, particular attention must be paid to the relevant deadlines for entering the AFC Club Competitions.*

4. The Licence Applicant and Licences

4.1 The Licence Applicant

4.1.1 A licence applicant shall only be a football club, i.e. a legal entity fully responsible for a football team participating in domestic and international competitions which either:

- a) Is a registered member of an QFA and/or participates in its affiliated league (hereinafter: affiliate member); or**
- b) Has a contractual relationship with an affiliate member**

4.1.2 The membership and/or the contractual relationship must have lasted at the start of the licensing process at least two consecutive years. Any alteration to club's legal form or company structure (including, changing its headquarters, name, club colours, or transferring stake holdings between different clubs/entities) in order to facilitate its qualification on sporting merit and/or its receipt of a licence is deemed as an interruption of membership or contractual relationship (if any) within the meaning of this provision.

4.1.3 The licence applicant must provide the licensor with:

- a) all necessary information and/or relevant documents to fully demonstrate that the licensing criteria are fulfilled;**
- b) any other document relevant for decision-making by the licensor.**

4.1.4 This includes information on the reporting entity/entities in respect of which sporting, infrastructure, personnel and administrative, legal, finance and business information is required to be provided.

4.1.5 Any event occurring after the submission of the licensing documentation to the licensor representing a significant change to the information previously submitted must be promptly notified to the licensor.

4.2 The Licence

4.2.1 Licences shall be issued in accordance with the provisions of the present Regulations, namely:

a) AFC Licence

b) QSL Licence

4.2.2 AFC Licence is not transferable.

4.2.3 QSL licence cannot be transferred unless the new legal entity fully responsible for the football team participating in domestic competitions is in place as a result of a transfer of membership from the entity which was previously a member of the QFA/QSL, and such transfer of membership has been formally approved by the QFA/QSL.

4.2.4 Request for the license transfer (QSL License) shall be made officially in writing to QSL with the relevant supporting document and justification. The relevant competent bodies shall make the final decision to allow or denied the transfer of the licence.

4.2.5 A Licence expires without prior notice:

a) At the end of the Sporting Season for which it was issued for;

or

b) On the dissolution of QSLM.

4.2.6 A Licence may be withdrawn during the relevant Sporting Season by the relevant decision-making bodies if:

a) Any of the conditions for the issuing of the Licence are no longer satisfied; or

b) The Licensee violates any of its obligations under the present Regulations.

4.2.7 As soon as a licence withdrawal is envisaged, the Licensor must inform the AFC and QFA.

4.2.8 If a licensee has its QSL licence refused or withdrawn, a decision concerning the possible elimination of the licensee from the domestic competition in question is made by the competent QSL/QFA body.

4.3 Extraordinary Application

4.3.1 Clubs not undergoing an AFC Club Licensing process may apply for an extraordinary application of the process via the provisions described in Annex 4 of the AFC Club Licensing regulations. If a club qualifies for an AFC Club Competition on sporting merit but has not undergone any licensing process at all or has undergone a licensing process which is lesser/not equivalent to the one applicable for top division clubs, because it belongs to a division other than the top division, the QFA may on behalf of the club request an extraordinary application of the Club Licensing System in accordance with Annexe 4 of the AFC Club Licensing Regulations.

5.Procedural Rules

5.1 Scope Of Application

5.1.1 This section defines the procedure to be followed by the CLC ,CLAC and LA.

5.1.2 Any provisions in the QFA Statutes, QSLM Articles of Association or in the Licensing Regulations that deviate from these Rules shall have precedence over the provisions of these Rules.

5.1.3 If there are any omissions in these rules, the Decision-Making Bodies will decide in accordance with the QFA and QSLM's statutes and regulations, custom & practice and in the absence of custom and practice, in accordance with general legal principles.

5.2 Disciplinary Sanctions

- 5.2.1** *Disciplinary sanctions may be imposed by the QFA Disciplinary Committee, following the relevant provisions of the QFA Disciplinary Code, either ex officio or upon recommendation of the CLC for breaches of club licensing regulations or non-fulfilment of Criteria. Sanctions may be imposed both before and during a sporting season.*
- 5.2.2** *Any violation not already provided for under these current Club Licensing Regulations may be referred to the QFA Disciplinary Committee who shall adjudicate according to QFA Disciplinary Code.*

5.3 Procedural Rights

- 5.3.1** *The Licence applicant or appellant's fundamental procedural rights shall be guaranteed, in particular, the right to equal treatment and have a reasoned decision.*

5.4 Official Language

- 5.4.1** *Licence applicants must submit all necessary documentary evidence of their compliance with these regulations in English. Where documents are submitted in another language then an official translation must be attached.*
- 5.4.2** *Proceedings at decision making bodies may be conducted in Arabic or English.*

5.5 Deadlines

- 5.5.1** *Deadlines are those defined and outlined in official communications issued by QSLM (including formal letters and email) and via any electronic information gathering platform which may be in use by AFC/QSLM.*
- 5.5.2** *The LA may, with approval of the decision making bodies and/or AFC, alter the deadlines outlined during a cycle and communicate such changes, in a timely manner, to all those involved in the Club Licensing process.*

5.5.3 *The deadline shall be deemed to have been observed where the submission is made by midnight (Arabian Standard Time) the day of the deadline.*

5.5.4 *In the event that a Licence applicant fails to submit documentation on or before the stipulated submission or fulfilment deadline, or in the prescribed manner, then such matter of fact will be reported by the LA to the decision making bodies for their consideration and decision.*

The LA may additionally report any problems encountered in relation to an application, subsequent submissions, or difficulties in relation to any lack of cooperation between licence applicants and the LA.

5.5.5 *Deadlines are triggered when notified, and begin on the day after the parties have received the relevant notification or communication. Fridays, Saturdays and public holidays in the state of Qatar are included in the time limits.*

5.5.6 *The deadline shall expire at midnight (Arabian Standard Time) on the last day. If the last day of the time limit is a Friday, Saturday or public holiday in the state of Qatar, the time limit shall expire the next working day.*

5.6 Notifications or Communications

5.6.1 *Notifications or communications shall be served at the contact details of the Licence Applicant or Appellant as per QSLM's records. They may also be served on parties' representatives. They may be made by hand delivery, registered post, courier, facsimile transmission, e-mail or any other means of telecommunication that provides a record of sending thereof.*

5.7 Appeal

5.7.1 *An appellant wishing to appeal before the CLAC against a decision of the CLC shall submit its/his Request for Appeal to the CLAC in writing.*

- 5.7.2** *In accordance with 3.5.1 the CLAC shall not be competent to hear appeals against disciplinary sanctions as per 5.2. For the sake of clarification, any appeal against disciplinary sanctions imposed by the QFA Disciplinary Committee pursuant to 5.2., shall be filed in accordance with the relevant provisions of the QFA Disciplinary Code.*
- 5.7.3** *Appeals may only be submitted by the appellants defined in 3.5.2 of these present regulations.*
- 5.7.4** *The time limit to appeal is 7 (seven) days after the date on which the CLC's decision was intimated in writing to the Licence Applicant.*
- 5.7.5** *The request for appeal must be dated and signed by the Appellant and it must contain:*
- a) The CLC's decision appealed against;*
 - b) The grounds for the appeal;*
 - c) The legal arguments giving rise to the appeal;*
 - d) All supporting documents and evidences upon which the Appellant intends to rely.*
- 5.7.6** *If these requirements have not been complied with, the appeal may not be admissible. This decision will be taken by the CLAC.*
- 5.7.7** *The Licence appellant has the right to be heard, especially the right to explain one's position and consult the case file.*
- 5.7.8** *The identities of the persons representing the Licence Appellant shall be verified. These Persons and the Appellant shall tell the truth and they shall be sanctioned should they present false information or represent a false or misleading position.*
- 5.7.9** *The appellant may appoint professional representatives of their choice. The CLAC may require the representatives to establish their credentials through a written power of attorney*
- 5.7.10** *The CLAC may exceptionally request an Appellant to appear personally.*

5.8 Effects of an Appeal

5.8.1 An appeal results in the case being considered by the CLAC. The appeal does not have a suspensive effect.

5.9 Evidence

5.9.1 The appellant has the burden of proof.

5.9.2 Compliance with the licensing criteria set out in the Licensing Regulations can be proved by production of documents and appellant, can choose in each case whether to submit an original copy or a certified true copy.

5.10 Hearings/Deliberations

5.10.1 The CLC and CLAC shall deliberate in chamber.

5.10.2 The CLAC meets to consider the request for appeal, made by the appellant, in accordance with 3.5.2 of this present regulation

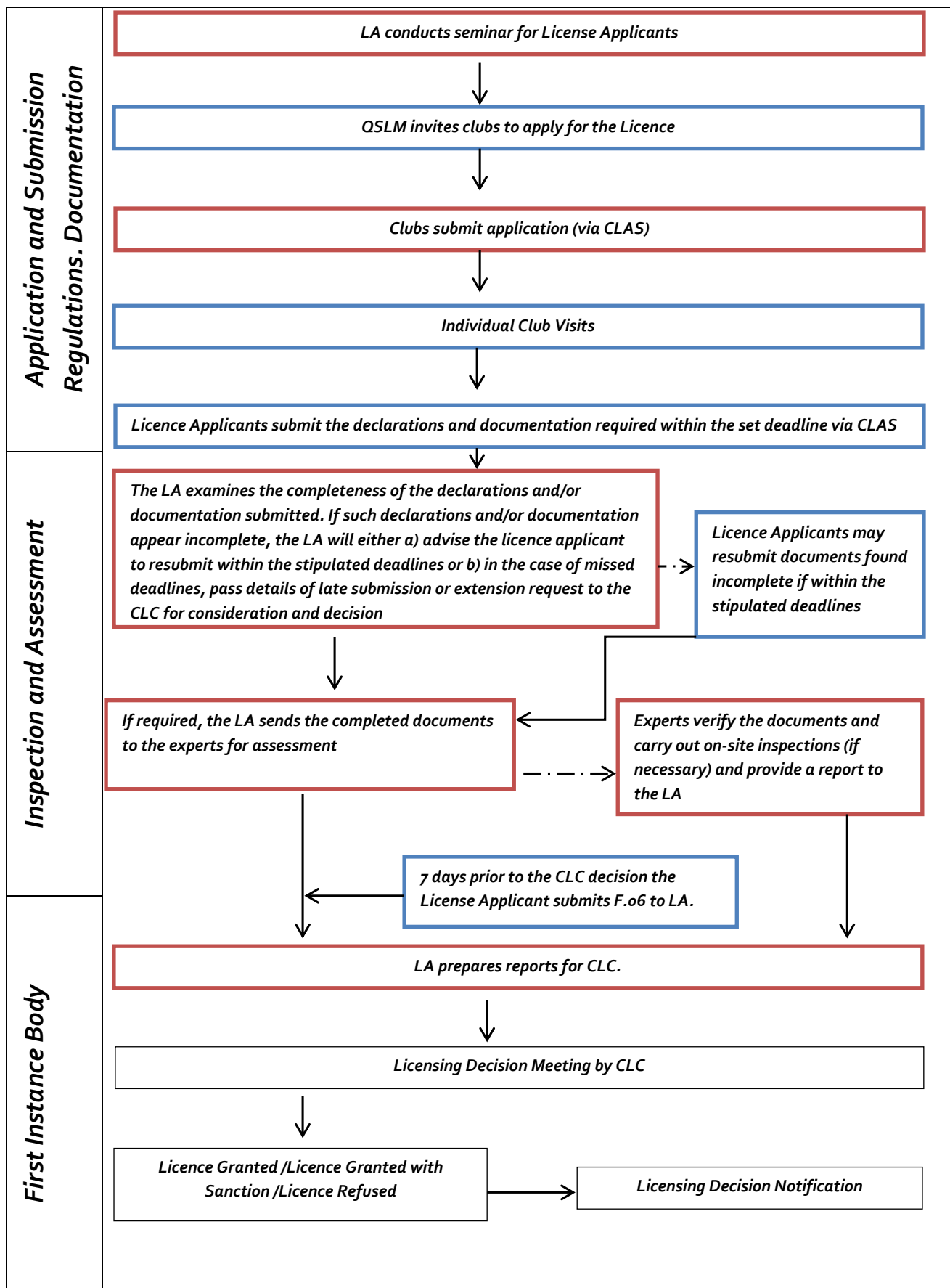
6. Core Process

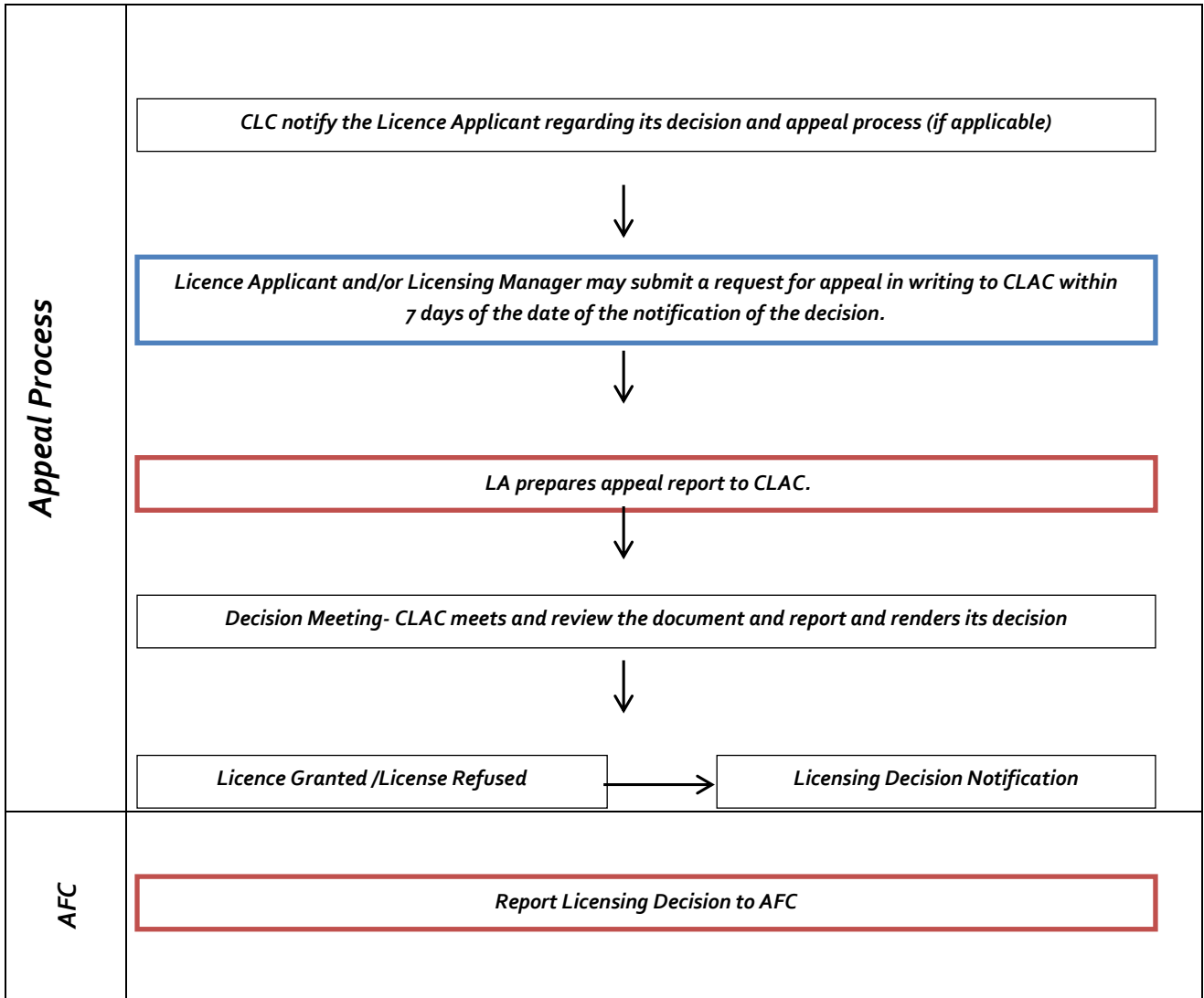
6.1 Principle

6.1.1 The Core Process is the procedure that QSLM has established for the verification of the Criteria outlined in the present Regulations as the basis for the award, refusal or withdrawal of a Licence to a Licence Applicant/Licensee.

6.1.2 The Licensor shall ensure equal treatment between all Licence Applicants and Licensees during the Core Process

6.2 The Core Process are further defined in the following flow chart:-





7.Sporting Criteria

7.1 Objectives

The objectives of the following sporting criteria are to::

- a) ensure top quality football players are being developed and produced continuously;*
- b) establish progressive development structures with clear pathways;*
- c) design and implement club-specific, quality-driven youth development programmes;*
- d) provide elite player technical education, supported by football related education and supplementary academic education for youth players;*
- e) provide comprehensive medical support services for all players;*

No.	Grade		Description
	AFC	QSL	
S.01	A	A	<p><i>Player Development Structures</i></p> <ol style="list-style-type: none"> <i>1. The licence applicant must establish clear player development structures with</i> <ol style="list-style-type: none"> <i>a) clear outlines on club philosophy, playing style and implementable programmes;</i> <i>b) establishment of age group squads;</i> <i>c) clear and progressive player pathways;</i> <i>d) full allocation of resources to establish, maintain and enhance such structures.</i> <i>2. This structures shall include:</i> <ol style="list-style-type: none"> <i>a) at least three age group squads below the first team;</i> <i>b) at least two of the above squads must be in the age range 15 and under, and at least one squad must be in the age range 16-19;</i> <i>c) each squad must have a minimum of eighteen (18) players to prepare a team ready for participation in an age-group or open competition;</i>

			<p><i>d) all squads and the players must be within the licensee’s legal entity or affiliated to its legal entity;</i></p> <p><i>e) within each squad, specific tailor-made programmes must be drawn up and managed by the relevant experts (coaches, trainers, physiotherapist, nutritionist etc).</i></p> <p>3. The squads must participate in official competitions organized by the QFA at the national and/or regional level.</p> <p>4. The relevant age group competitions should be organized by the QFA at the national and/or regional levels. This shall include youth leagues, reserve leagues or domestic/local senior leagues.</p>
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No.	Grade		Description
	AFC	QSL	
S.02	A	A	<p>Youth Development Programmes (YDP)</p> <p>1. The Licence applicant must:</p> <p><i>a) design and implement club-specific, quality-driven youth development programmes;</i></p> <p><i>b) provide qualified coaching staff for talented players;</i></p> <p><i>c) provide supporting football related education;</i></p> <p><i>d) provide supplementary academic education support for youth players.</i></p> <p>2. The YDP shall include but not limited to the following:</p> <p><i>a) club’s objectives;</i></p> <p><i>b) club’s player development philosophy;</i></p> <p><i>c) football education programme for the different age groups with specific contents managed, delivered and reviewed by the relevant personnel to develop talented players in these key areas:</i></p> <ul style="list-style-type: none"> <i>• technical;</i> <i>• tactical;</i> <i>• physical;</i> <i>• mental.</i> <p><i>d) non-football educational programmes;</i></p>

		<p><i>e) review and feedback processes to evaluate players' performance.</i></p> <p><i>3. The YDP contents shall:</i></p> <p><i>a) cover the years in between each age category team recommended – two (2) years apart in between age group squads);</i></p> <p><i>b) be progressive and seamless, providing consistency and continuity;</i></p> <p><i>c) be reviewed regularly by the Head of Youth Development and other relevant personnel to ensure that the contents are relevant and in keeping with trends of the game.</i></p> <p><i>4. Personnel involved in the YDP should be made aware of existing National policies on Child Protection, Labour Laws and youth players protection laws as promulgated by the Government, Member Association, AFC and FIFA to protect young players.</i></p> <p><i>5. The Licence applicant must show its commitment and support for mandatory and complementary total education of their players in the YDP through the introduction of the following provisions:</i></p> <p><i>a) ensure that every youth player registered in its YDP have to attend and complete the mandatory school education pathways according to national laws and;</i></p> <p><i>b) is not prevented from continuing his non-football education (further academic and/or professional education);</i></p> <p><i>c) full medical support services for all players are provided at no or minimal cost (preventive, diagnosis, treatment, rehabilitation, full recovery and any other relevant services to ensure players can undertake and/or continue their role as high performance athletes).</i></p> <p><i>6. The Licence applicant shall provide:</i></p> <p><i>a) organisation chart for player development structures and pathways;</i></p> <p><i>b) annual training plans and technical development scheme for the specific youth teams prepared by their Head of Youth</i></p>
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			<p><i>Development and/or Technical Director;</i></p> <p><i>c) list of qualified personnel involved in the player development structures (technical, medical, administrative etc.) with the required minimum qualifications;</i></p> <p><i>d) infrastructure and facilities for player development (training and match facilities, gymnasium, recreation hall, classrooms, dormitory, etc.);</i></p> <p><i>e) financial resources (budget allocation, contribution by licence applicant).</i></p>
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No.	Grade		Description
	AFC	QSL	
S.03	A	A	<p>Medical Support Services for Contracted Players</p> <p><i>The Licence Applicant must ensure that all its contracted players have full access to medical support services. These shall include, but not limited to the following:-</i></p> <p><i>a) An annual Pre-Competition Medical Assessment (PCMA), including a cardiovascular screening.</i></p> <p><i>b) Comprehensive medical insurance coverage</i></p>

No.	Grade		Description
	AFC	QSL	
S.04	B	B	<p>Grassroots Programmes</p> <p><i>The Licence Applicant shall have regular activities and/or programmes cater to children below 13. E.g U10 and U13 Youth Teams</i></p> <p><i>There is no obligation for the youth teams in grassroots football to take part in official competitions. For these teams suitable</i></p>

			<p><i>events should be organized (mini-tournaments, youth gatherings on local level etc.) in order to provide fun and give them the opportunity to gain experience playing with other children teams. No mandatory registration of these players is required.</i></p> <p><i>The activity must involve at least 40 children playing in a regulation-sized football pitch divided into 4 mini pitches playing a 5 versus 5 game.</i></p>
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No.	Grade		Description
	AFC	QSL	
S.05	B	B	<p>Education Programmes</p> <p><i>The licence applicant must ensure that all first team players and technical coaching staff have attended a session or an event related to:</i></p> <ul style="list-style-type: none"> <i>a) Sports Integrity matters;</i> <i>b) FIFA Laws of the Game;</i> <i>c) Doping control;</i> <i>d) Other topics as required by the AFC.</i> <p><i>2. These sessions or events must be provided either by the Licence applicant, QFA, QSLM or a third party in collaboration with the Licence applicant, during the year prior to the season to be licensed.</i></p>

No.	Grade		Description
	AFC	QSL	
S.06	B	B	<p>Racial Equality Policy</p> <p><i>The Licence Applicant must establish a policy to tackle racism in football.</i></p>

			<i>The policy must endorsed by the Board/Executive Committee of the Licence applicant.</i>
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No.	Grade		Description
	AFC	QSL	
S.07	C	C	<p>Corporate Social Responsibility Programmes</p> <p><i>It is recommended that the licence applicant establishes programmes to promote the Club, the game and to address current issues in football and society.</i></p>

No.	Grade		Description
	AFC	QSL	
S.08	C	C	<p>Club Youth Academy</p> <p><i>The Licence applicant may establish a Club Youth Academy with the required infrastructure and facilities for the implementation of their YDP.</i></p>

8. Infrastructure Criteria

8.1 Objectives

The objectives of the following infrastructure criteria are that:-

- a) Licence Applicant have a stadium for playing AFC Club Competitions and QSL matches which provides VIP, spectators, media and press representatives with well equipped, well-appointed, safe and comfortable stadia;*
- b) Licence Applicant has suitable training facilities for their players to help them improve their technical skills.*

No.	Grade		Description
	AFC	QSL	
<i>1.01</i>	<i>A</i>	<i>A</i>	<p><i>Approved Stadium for QSL and AFC Club Competitions</i></p> <p><i>The Licence Applicant must have a stadium available to play QSL and, if applicable to the Licence Applicant, AFC Club Competitions. The Licence applicant must either:</i></p> <ol style="list-style-type: none"> <i>a) Own the stadium; or</i> <i>b) Can provide a written contract with the owner(s) of the stadium or with the owners of a different stadium it will use. This contract must guarantee the use of the stadium for all home matches (both QSL and AFC matches) for the respective upcoming season, for which the club qualifies in sporting terms.</i> <p><i>For AFC Competitions the stadia must meet the requirements expressly referred to by the:</i></p> <ol style="list-style-type: none"> <i>a) AFC Stadia Regulations; and respective</i> <i>b) AFC Club Competition Regulations/Manual.</i> <p><i>The stadium must be approved by the QSLM and must be based within the territory of the State of Qatar.</i></p>

No.	Grade		Description
	AFC	QSL	
I.02	A	A	<p>Stadium – Certification</p> <p><i>The Stadium must have a safety certificate issued by relevant authorities.</i></p> <p><i>The certificate must provide at the least the following information:</i></p> <p><i>a) Safety status of the stadium structure and building fitness</i></p> <p><i>b) Compliance statement with the QSLM safety/security guidelines</i></p> <p><i>c) Approval of the entire stadium</i></p> <p><i>The certificate issued by the appropriate body must not be older than two (2) years at the beginning of the relevant Sporting Season be licensed.</i></p>

No.	Grade		Description
	AFC	QSL	
I.03	A	A	<p>Stadium – Approved Evacuation Plan</p> <p><i>The relevant authority approves the evacuation plan which ensures that the whole stadium can be emptied in a case of emergency according to the applicable Qatari law.</i></p> <p><i>A colour coded floor plan diagram showing the possible evacuation routes should be prominently displayed in the stadium.</i></p> <p><i>The Licence Applicant must confirm that all appropriate personnel have been briefed on the implementation and execution of the evacuation plan.</i></p>

No.	Grade		Description
	AFC	QSL	
1.04	A	A	<p>Training Facilities – Availability</p> <p><i>The Licence Applicant must have training facilities available throughout the year. The Licence Applicant either:</i></p> <p><i>a) Own the training facilities; or</i></p> <p><i>b) Can provide a written contract with the owner(s) of the training facilities. This contract must guarantee the use of the training facilities for the season to be licensed, by all teams of the Licence applicant</i></p>

No.	Grade		Description
	AFC	QSL	
1.05	A	A	<p>Stadium – Safety</p> <p><i>In accordance with the Qatari law, the following provisions may build an integrated part of the stadium certificate.</i></p> <p><i>a) All parts of the stadium and its stands, including entrances, exits, stairways, doors, passages, roofs, all public and private areas and rooms, etc. must comply with the safety standards (reference 1.04);</i></p> <p><i>b) All public passageways and stairways in the spectator areas must be painted in a bright colour (e.g. yellow), as must all gates leading from the spectator areas into the playing area, and all exit doors and gates leading out of the stadium;</i></p> <p><i>c) Clubs must establish procedures so that all public passageways, corridors, stairs, doors, gates, etc. are kept free of any obstructions that could impede the free flow of spectators during an event;</i></p> <p><i>d) All exit doors and gates in the stadium, and all gates leading from the spectator areas into the playing area, must open outwards away from the spectators, and must remain unlocked while spectators are in the stadium. Each and every such door and gate must be attended at all times by a specially appointed steward, to guard against abuse and ensure immediate escape routes in the event of any emergency</i></p>

			<p><i>evacuation. In order to prevent illegal entry or intrusion, these doors and gates may be fitted with a locking device, which may be operated simply and quickly by anyone from within. Under no circumstances must they be locked with a key during the time that spectators are in the stadium.</i></p> <p><i>e) In order to protect those on the field or in other parts of the stadium from lightning strikes, the stadium should be equipped with the appropriate safety devices.</i></p> <p><i>f) It is essential that event holders and stadium safety/security authorities are capable of communicating with spectators inside and outside the stadium by means of a sufficiently powerful and reliable public address system (loudspeakers) and/or by a scoreboard and/or a video screen.</i></p> <p><i>g) A safety and security strategy covering all aspects of the organisation of a football match, such as ticket distribution system, screening of spectators, segregation strategy, crowd dispersal strategy, medical service, measures taken in the case of fire, loss of power supply, or other emergency.</i></p>
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No.	Grade		Description
	AFC	QSL	
<i>1.06</i>	<i>B</i>	<i>B</i>	<p><i>Training Facilities Infrastructure</i></p> <p><i>The training facilities identify in 1.04 must have the following infrastructure elements:-</i></p> <ul style="list-style-type: none"> <i>a) outdoor training facilities;</i> <i>b) indoor training facilities;</i> <i>c) dressing rooms;</i> <i>d) medical room(s) or direct access to first aid at the training site.</i>

No.	Grade		Description
	AFC	QSL	
<i>1.07</i>	<i>B</i>	<i>B</i>	<p><i>Stadium – Ground Rules</i></p> <p><i>Each stadium must have stadium ground rules and affix them to the stadium visible to the spectators.</i></p>

			<p><i>These rules must provide information on at least the following:</i></p> <ul style="list-style-type: none"> • <i>Admission rights;</i> • <i>Abandonment or postponement of events;</i> • <i>Description of prohibitions and penalties, such as entering the field of play, throwing objects, use of foul or abusive language, racist behaviour, etc.;</i> • <i>Restrictions with regard to alcohol, fireworks, banners, etc.;</i> • <i>Seating rules;</i> • <i>Causes for ejection from the ground;</i> • <i>Risk analysis specific to the stadium.</i>
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No.	Grade		Description
	AFC	QSL	
<i>1.08</i>	<i>B</i>	<i>B</i>	<p><i>Stadium – Spectators with Disabilities</i></p> <p><i>The stadium must ensure the safety and comfort for disabled persons including but not limited to :</i></p> <ul style="list-style-type: none"> • <i>Good view of the playing area</i> • <i>Wheelchair ramps/lift</i> • <i>Toilets Facilities</i> • <i>Parking Facilities</i>

No.	Grade		Description
	AFC	QSL	
<i>1.09</i>	<i>B</i>	<i>B</i>	<p><i>Automated External Defibrillator (AED)</i></p> <p><i>The Licence Applicant shall ensure that at least one (1) AED is available at the stadium.</i></p>

No.	Grade		Description
	AFC	QSL	
I.10	C	C	<p>Stadium – Signposting And Directions</p> <p><i>All public direction signs inside and outside the stadium must be presented in internationally understandable pictographic language.</i></p> <p><i>Clear, comprehensive signposting must be provided at the stadium approaches and around, and throughout the stadium to point the way to the different sectors.</i></p> <p><i>Tickets must clearly identify the location of the seats for which they have been issued. Information on the tickets must correlate with the signpost information provided, both inside and outside the stadium.</i></p> <p><i>Colour coding of tickets will assist the entry process, and retained ticket stubs must contain information which will guide spectators once they are inside. Large-scale wall maps must be provided for the guidance of spectators.</i></p>

9. Personnel and Administrative Criteria

9.1 Objectives

The objectives of the personnel and administrative criteria are that:-

- a) Licence Applicant is managed in a professional manner;*
- b) Licence Applicant have well-educated, qualified and skilled specialists with know-how and experience;*
- c) The players of the first and other teams are trained by qualified coaches and supported by the necessary staff.*

No.	Grade		Description
	AFC	QSL	
P.01	A	A	<p><i>Club Administration</i></p> <p><i>The Licence Applicant must have available office space to run its administration. The office must be furnished with a phone, fax and computer with email capabilities.</i></p> <p><i>The Licence Applicant must have appointed the number of skilled secretariat staff according to its needs to run its daily business. It must also ensure that's office is open to communicate with the Licensor and the public.</i></p>

No.	Grade		Description
	AFC	QSL	
P.02	A	A	<p><i>General Manager/CEO</i></p> <p><i>The Licence Applicant must have appointed a General Manager being responsible for running its daily business.</i></p> <p><i>The appointment must have been made by the appropriate body (e.g. Board of Directors) of the Licence Applicant.</i></p>

No.	Grade		Description
	AFC	QSL	
P.03	A	A	<p>Finance Officer</p> <p><i>The Licence Applicant must have appointed a Finance Officer being responsible for its financial matters who can be either a person working in the club's administration or an external partner mandated by the Licence Applicant through a written agreement.</i></p> <p><i>The Finance Officer must hold as a minimum one of the following qualifications:</i></p> <ul style="list-style-type: none"> <i>a) Chartered Accountant; or</i> <i>b) A diploma of qualified public accountant; or</i> <i>c) A diploma of qualified auditing; or</i> <i>d) A degree in accountancy</i> <p><i>The appropriate body of the Licence Applicant must have made the appointment.</i></p>

No.	Grade		Description
	AFC	QSL	
P.04	A	A	<p>Security Officer</p> <p><i>The Licence Applicant must ensure that a Security Officer is appointed for each match, he being responsible for safety and security matters. The appointed Security Officer must hold as a minimum one of the following qualifications:-</i></p> <ul style="list-style-type: none"> <i>a) A certificate as policeman or security person according to Qatari law; or</i> <i>b) A safety and security diploma based on a specific course issued by the QFA, QSLM or by a state recognised organization; or</i> <i>c) A "recognition of competence" approved by the QFA or QSLM, which is based on the participation in specific safety and security course of the national association and at least one year experience in such matters</i> <p><i>The appropriate body of the Licence Applicant must have made the appointment.</i></p>

No.	Grade		Description
	AFC	QSL	
P.05	A	A	<p>Media Officer</p> <p><i>The Licence Applicant must have appointed a Media Officer being responsible for media matters. The Media Officer must hold a minimum one of the following qualifications:</i></p> <p><i>a) Diploma in journalism education;</i></p> <p><i>b) Concluded a media officer education course provided by the QSLM or an organization recognised by the QSLM; or</i></p> <p><i>c) A "recognition of competence" approved by QFA/QSLM which requires at least one (1) year experience in such matters.</i></p> <p><i>The appropriate body of the Licence Applicant must have made the appointment.</i></p>

No.	Grade		Description
	AFC	QSL	
P.06	A	A	<p>Medical Doctor</p> <p><i>The Licence Applicant must have appointed at least one doctor being responsible for the medicinal support and advice for the first team as well as for-doping-prevention policy. Clubs must ensure medical support during matches and training.</i></p> <p><i>The qualification of medical doctor must be recognised by Supreme Council of Health (SCH).</i></p> <p><i>It is recommended that the medical doctor concludes the FIFA Medicine Diploma. (This is not a mandatory requirement).</i></p> <p><i>The Medical Doctor must obtain QSLM match-day accreditation.</i></p> <p><i>The appropriate body of the Licence Applicant must have made the appointment.</i></p>

No.	Grade		Description
	AFC	QSL	
P.07	A	A	<p>Physiotherapist</p> <p><i>The Licence Applicant must have appointed for at least one physiotherapist being responsible for medical treatment and rehabilitation of first team members and club teams during trainings sessions and matches.</i></p> <p><i>The qualification of Physiotherapist must be recognised by the Supreme Council of Health (SCH).</i></p> <p><i>It is recommended that the physiotherapist concludes the FIFA Medicine Diploma. (This is not a mandatory requirement).</i></p> <p><i>The Physiotherapist must obtain QSLM match-day accreditation.</i></p> <p><i>The appropriate body of the Licence Applicant makes the appointment.</i></p>

No.	Grade		Description								
	AFC	QSL									
P.08	A	A	<p>First Team Head Coach</p> <p><i>The Licence Applicant must have appointed a Head Coach being responsible for football matters of the first team. The Head Coach must have the following minimum qualification detailed below:</i></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: center;">AFC Club Licence/AFC Champions League (MCR)</th> <th style="width: 50%; text-align: center;">QSL</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">AFC/UEFA PRO Diploma Only</td> <td style="text-align: center;">AFC/UEFA A Licence</td> </tr> <tr> <td style="text-align: center;">OR</td> <td style="text-align: center;">OR</td> </tr> <tr> <td style="text-align: center;"><i>Hold a Recognition of Experience and Current Competence (RECC) issued by AFC in compliance with the RECC regulations for cases</i></td> <td style="text-align: center;"><i>Hold a Recognition of Experience and Current Competence (RECC) issued by AFC in compliance with the RECC regulations for cases</i></td> </tr> </tbody> </table>	AFC Club Licence/AFC Champions League (MCR)	QSL	AFC/UEFA PRO Diploma Only	AFC/UEFA A Licence	OR	OR	<i>Hold a Recognition of Experience and Current Competence (RECC) issued by AFC in compliance with the RECC regulations for cases</i>	<i>Hold a Recognition of Experience and Current Competence (RECC) issued by AFC in compliance with the RECC regulations for cases</i>
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			<p><i>where the Head Coach of the first team does not have the required certification as defined above.</i></p>	<p><i>where the Head Coach of the first team does not have the required certification as defined above.</i></p>
			<p><i>An RECC is issued in accordance with the procedures laid down by AFC, these may be updated from time to time. The Licence applicant is expected to be conversant with the current RECC process and to ensure that any individual in receipt of an RECC and appointed to position within the club is actively working towards achieving the necessary qualification.</i></p> <p><i>The Head coach must obtain QSLM match-day accreditation.</i></p> <p><i>The appointment of the head coach must have been made by the appropriate body of the Licence Applicant.</i></p>	

No.	Grade		Description
	AFC	QSL	
P.09	A	A	<p><i>First Team Assistant Coach</i></p> <p><i>The Licence Applicant must have appointed an assistant coach assisting the head coach in all football matters of the first team. The Assistant coach must have the following minimum qualification detailed below:</i></p> <p><i>AFC/UEFA "A" Licence</i></p> <p><i>OR</i></p> <p><i>Hold a Recognition of Experience and Current Competence (RECC) issued by AFC in compliance with the RECC regulations for cases where the Assistant Head Coach of the first team does not have the required certification as defined above.</i></p> <p><i>An RECC is issued in accordance with the procedures laid down by AFC, these may be updated from time to time. The Licence applicant is expected to be conversant with the current RECC process and to ensure that any individual in receipt of an RECC and appointed to position within the club is actively working towards achieving the necessary qualification.</i></p>

			<p><i>The Head coach must obtain QSLM match-day accreditation.</i></p> <p><i>The appointment must have been made by the appropriate body of the Licence Applicant.</i></p>
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No.	Grade		Description
	AFC	QSL	
P.10	A	A	<p>Head of Youth Development</p> <p><i>The Licence Applicant must appoint a Head of Youth Development (HYD) responsible for managing and implementing all aspects of youth development matters including the Youth Development Programme (YDP).</i></p> <p><i>The Head of Youth Development must:-</i></p> <p><i>a) Have specific youth coaching experience and/or supplementary certification/qualification related to coaching and managing young players and;</i></p> <p><i>b) Have strong management and administration skills to ensure the efficient implementation of the programme, activities, roles and duties in collaboration with other relevant personnel and;</i></p> <p><i>c) Comply with the minimum coaching requirements detailed below:</i></p> <p>AFC/UEFA "A" Licence</p> <p>OR</p> <p><i>Hold a Recognition of Experience and Current Competence (RECC) issued by AFC in compliance with the RECC regulations for cases where the Head of Youth Development does not have the required certification as defined above.</i></p> <p><i>An RECC is issued in accordance with the procedures laid down by AFC, these may be updated from time to time. The Licence applicant is expected to be conversant with the current RECC process and to ensure that any individual in receipt of an RECC and appointed to position within the club is actively working towards achieving the necessary qualification.</i></p>

			<p><i>The Head of Youth Development must be duly registered with the QFA.</i></p> <p><i>The appointment of the Head of Youth Development must have been made by the appropriate body of the Licence Applicant.</i></p>
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No.	Grade		Description
	AFC	QSL	
P.11	A	A	<p>Youth Coaches</p> <p><i>The Licence Applicant must have appointed at least one coach responsible for all football matters for each mandatory youth squad.</i></p> <p><i>At least one (1) Youth Coach must:</i></p> <ul style="list-style-type: none"> a) <i>Hold at least AFC 'B' Coaching certificate or its equivalent as recognised by AFC, and;</i> b) <i>Have specific youth coaching experience and/or supplementary certification/qualification related to coaching and managing young players, and;</i> c) <i>Have strong competencies to ensure the efficient implementation of the technical programme to develop elite youth players in collaboration with other relevant personnel.</i> <p><i>The other youth coaches must have the following minimum qualification detailed below :-</i></p> <p><i>AFC/UEFA "C" Licence</i></p> <p><i>Or</i></p> <p><i>Hold a Recognition of Experience and Current Competence (RECC) issued by AFC in compliance with the RECC regulations for cases where the Head of Youth Development does not have the required certification as defined above.</i></p> <p><i>An RECC is issued in accordance with the procedures laid down by AFC, these may be updated from time to time. The Licence applicant is expected to be conversant with the current RECC process and to ensure that any individual in receipt of an RECC and appointed to position within the club is actively working towards achieving the necessary qualification.</i></p>

			<p><i>The Youth Coaches must be duly registered with the QFA.</i></p> <p><i>The appointment must have been made by the appropriate body of the Licence Applicant.</i></p>
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No.	Grade		Description
	AFC	QSL	
P.12	A	A	<p>Safety and Security Organisation – Stewarding</p> <p><i>The Licence Applicant must engage stewards to ensure safety and security at home matches. For this purpose, it must:</i></p> <p><i>The licence applicant must have engaged qualified stewards to ensure safety and security at home matches. For this purpose, it must:</i></p> <p><i>a) Employ the stewards; or</i></p> <p><i>b) Conclude a written contract with the stadium owner providing the stewards; or</i></p> <p><i>c) Conclude a written contract with an external security company providing stewards.</i></p>

No.	Grade		Description
	AFC	QSL	
P.13	B	B	<p>Sport Officer</p> <p><i>The Licence Applicant must have appointed a Sport Officer being responsible for all competition matters of the club. The Sport Officer must hold a minimum one of the following qualifications:</i></p> <p><i>a) Concluded a general coordinator education course provided by the QSLM or an organization recognised by the QSLM; or</i></p> <p><i>b) Qualification and/or certification in sport related subject; or</i></p> <p><i>c) A "recognition of competence" approved by QFA/QSLM which requires at least one (1) year experience in such matters</i></p>

No.	Grade		Description
	AFC	QSL	
P.14	B	B	<p>Marketing Officer</p> <p><i>The Licence Applicant must have appointed a Marketing Officer being responsible for marketing and commercial matters. The Marketing Officer must hold a minimum one of the following qualifications:</i></p> <p><i>a) Qualification in a Marketing discipline ;or</i></p> <p><i>b) Have concluded a marketing course provided by the QSLM or an organization recognised by QSLM</i></p> <p><i>c) A "recognition of competence" approved by QFA/QSLM which requires at least one (1) year experience in such matters</i></p>

No.	Grade		Description
	AFC	QSL	
P.15	B	B	<p>Legal Advisor</p> <p><i>The Licence Applicant must have appointed a legal advisor (full time or part time; internal or external) who is responsible for all legal matters in the Licence Applicant's activities</i></p> <p><i>The legal advisor must have the necessary legal qualification.</i></p>

No.	Grade		Description
	AFC	QSL	
P.16	B	B	<p>Club Licensing Officer</p> <p><i>The Licence Applicant must have appointed a Club Licensing Officer being responsible for all matters relating to Club Licensing. The Club Licensing Officer must :</i></p> <p><i>a) Attend all meetings, workshops , seminar and events organised by the Licensor for the purposes of club licensing</i></p>

			<p>b) <i>Be responsible for the coordination of document via the CLAS</i></p> <p>c) <i>Be able to communicate in both written and spoken English.</i></p>
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No.	Grade		Description
	AFC	QSL	
P.17	C	C	<p><i>First Team Goalkeeper Coach</i></p> <p><i>The Licence Applicant must have appointed a qualified Goalkeeper Coach for the first team.</i></p> <p><i>The First Team Goalkeeper Coach must have the following minimum qualifications detailed below:-</i></p> <p><i>AFC/UEFA GK Level 1</i></p> <p><i>OR</i></p> <p><i>Hold a Recognition of Experience and Current Competence (RECC) issued by AFC in compliance with the RECC regulations for cases where the Goalkeeping Coach of the first team does not have the required certification as defined above.</i></p> <p><i>An RECC is issued in accordance with the procedures laid down by AFC, these may be updated from time to time. The Licence applicant is expected to be conversant with the current RECC process and to ensure that any individual in receipt of an RECC and appointed to position within the club is actively working towards achieving the necessary qualification.</i></p>

No.	Grade		Description
	AFC	QSL	
P.18	C	C	<p><i>First Team Fitness Coach</i></p> <p><i>The Licence Applicant must have appointed a qualified Fitness Coach for the first team.</i></p> <p><i>The Fitness Coach must have the following minimum qualifications detailed below:-</i></p>

			<p>AFC/UEFA Football Fitness Level 1</p> <p>OR</p> <p>Hold a Recognition of Experience and Current Competence (RECC) issued by AFC in compliance with the RECC regulations for cases where the Fitness Coach of the first team does not have the required certification as defined above.</p> <p>An RECC is issued in accordance with the procedures laid down by AFC, these may be updated from time to time. The Licence applicant is expected to be conversant with the current RECC process and to ensure that any individual in receipt of an RECC and appointed to position within the club is actively working towards achieving the necessary qualification.</p>
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No.	Grade		Description
	AFC	OSL	
P.19	C	C	<p>Club Technical Director</p> <p>The Licence Applicant, at its discretion, may choose to employ a full time or part time Club Technical Director.</p> <p>In the case where the Licence applicant decides to make such an appointment it is recommended that the individual:</p> <p>Should have a relevant technical qualification/certification (recommended – minimum AFC 'A' Coaching certificate) and/or supplementary qualities like an extensive playing and work experience at the professional club level, or have been a long serving dedicated member of the club as a player, coach, manager or advisor.</p> <p>Must have strong management skills, visionary and lead the technical development of the club.</p> <p>Shall be responsible for but not limited to the following:</p> <p>a) establish and/or implement Club Philosophy;</p> <p>b) establish Youth and Player Development Structures and Programmes;</p> <p>c) ensure technical standards are maintained and enhanced;</p>

			<p>d) <i>monitor and evaluate all technical and developmental programmes;</i></p> <p>e) <i>talent scouting;</i></p> <p>f) <i>management of Club's Youth Academies;</i></p> <p>g) <i>recruitment and management of coaches and talent scouts;</i></p> <p>h) <i>management of match analysis processes.</i></p>
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No.	Grade		Description
	AFC	QSL	
P20	A	A	<p>Rights and Duties</p> <p><i>The rights and duties of those persons identified in at least P.02 to P.12 must be defined in writing and must include a job description.</i></p>

No.	Grade		Description
	AFC	QSL	
P21	A	B	<p>Duty to Notify Significant Changes in Personnel</p> <p><i>Any change in personnel occurring after the submission of the licensing documentation to QSLM relating to criteria P.02 to P.12 must be notified to QSLM within of seven (7) working days of the changes.</i></p>

No.	Grade		Description
	AFC	QSL	
P.22	A	A	<p>Duty of Replacement during the Licensing Season</p> <p><i>If a function defined in criteria P.02 to P.12 becomes vacant during the licensing season, the licensee must ensure that, within a period of a maximum of sixty (60) days, the function is taken over by someone who holds the required qualification.</i></p> <p><i>In the event that a function becomes vacant due to illness or accident, the licensor may grant an extension to the sixty (60) day</i></p>

			<p><i>period only if reasonably satisfied that the person concerned is still medically unfit to resume duties.</i></p> <p><i>The occurrence of vacancy and replacement must be notified to the licensor within seven (7) working days of the respective event.</i></p>
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10. Legal Criteria

10.1 Objectives

The objectives of the legal criteria are that:-

- a) Ensure compliance with local laws*
- b) Ensure compliance with FIFA/AFC/QFA/QSL rules and regulation*
- c) To have appropriate contractual agreement in place with professional players*

No.	Grade		Description
	AFC	QSL	
L.01	A	A	<p><i>Declaration in Respect of Participating in the AFC/QFA/QSL Club Competitions</i></p> <p><i>The Licence Applicant must submit a legally valid declaration confirming the following:</i></p> <ol style="list-style-type: none"> <i>a) It recognises as legally binding the statutes, rules and regulations and decisions of FIFA, AFC, QFA and QSLM;</i> <i>b) It recognises the exclusive jurisdiction of CAS (the Court of Arbitration for Sport in Lausanne) for any dispute of international dimension and in particular involving FIFA and/or AFC;</i> <i>c) It recognises the prohibition on recourse to ordinary courts under the QFA, FIFA and AFC Statutes;</i> <i>d) At national level, it will play in competitions that are recognised and endorsed by the QFA and QSLM;</i> <i>e) At continental level, it will participate in competitions recognised and endorsed by AFC and/or FIFA. To avoid any doubt, this provision does not relate to friendly matches;</i> <i>f) It undertakes to abide by and observe the provisions and conditions of the present Regulations;</i> <i>g) All submitted documents are complete and correct;</i> <i>h) It authorises the QSLM 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 Qatari law;</i> <i>i) It acknowledges the AFC reserves the right to execute compliance audit at national level reviewing the assessment</i>

			<p><i>process and the decision making;</i></p> <p><i>j) It acknowledges that FIFA reserves the right to execute compliance audit at national level to review the assessment process and the decision making in case AFC fails to implement and execute a compliance audit procedure at national level;</i></p> <p><i>k) It will inform the Licensor about any Significant Change, Event or Condition of Importance and subsequent event occurred after the submission of the licensing documentation (cfP.21 and F.07) within the fixed deadlines.</i></p> <p><i>This declaration must be executed by an authorised signatory no more than three (3) months prior to the corresponding deadline for its submission to the Licensor.</i></p>
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No.	Grade		Description
	AFC	QSL	
L.02	A	A	<p><i>Legal Documents</i></p> <p><i>The Licence Applicant must submit the following documents:</i></p> <p><i>a) A copy of its current company articles, constitution, statutes or similar-type governing document;</i></p> <p><i>b) A copy of the Licence Applicant Certificate of Registration (CR) from Ministry of Economy and Commerce</i></p> <p><i>c) A copy of the participation agreement concluded with QSLM for the season to be licensed.</i></p> <p><i>d) A copy of the confidentiality assurance agreement concluded with QSLM for the season to be licensed</i></p> <p><i>e) The duly concluded Club Licensing application form(s)</i></p>

No.	Grade		Description
	AFC	QSL	
L.03	A	A	<p>Ownership and Control of Clubs</p> <p><i>The Licence Applicant must submit a legally valid declaration outlining the ownership structure and control mechanism of the club. Such declaration should ensure conformity with the conditions set out below.</i></p> <p><i>No natural or legal person involved in the management, administration and/or sporting performance of the club, either directly or indirectly:</i></p> <ul style="list-style-type: none"> <i>a) Holds or deals in the securities or shares that allows such person to exercise decisive influence in the activities of any other club participating in the same competition;</i> <i>b) Holds a majority of the shareholders' voting rights of any other club participating in the same competition;</i> <i>c) Has the right to appoint or remove a majority of the members of the administrative, management or supervisory body of another club participating in the same competition;</i> <i>d) Is a shareholder and alone controls a majority of the 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;</i> <i>e) Is a member of any other club participating in the same competition;</i> <i>f) Is involved in any capacity whatsoever in the management, administration and/or sporting performance of any other club participating in the same competition;</i> <i>g) Has any power whatsoever over the management, administration and/or sporting performance of any other club participating in the same club competition.</i> <p><i>This declaration must be executed by an authorised signatory no more than three (3) months prior to the corresponding deadline for its submission to the Licensor.</i></p>

No.	Grade		Description
	AFC	QSL	
L.04	A	A	<p>Written Contract with Professional Players</p> <p><i>All Licence Applicants' professional players must have written contracts with the Licence Applicant in accordance with the relevant provisions of the FIFA Regulations on the Status and Transfer of Players and shall incorporate all key provisions required by Qatari law and FIFA, AFC and QFA instructions.</i></p>

No.	Grade		Description
	AFC	QSL	
L.05	B	B	<p>Disciplinary Procedure within the Club</p> <p><i>The Licence Applicant must submit a legally valid disciplinary regulation of the club which shall comply with the Qatari labour regulations and FIFA, AFC, QFA and QSLM statutes, rules and regulations under which the infringement of club rules, regulations and decisions shall be prosecuted and sanctions shall be applied in accordance with a legally established proceeding and by competent body of the club.</i></p>

No.	Grade		Description
	AFC	QSL	
L.06	C	C	<p>Code of Conduct for Players and Officials</p> <p><i>It is recommended that the Licence Applicant establishes a legally valid code of conduct for players and officials which is in compliance with the Qatari law and FIFA, AFC, QFA and QSLM Statutes, Rules and Regulations.</i></p>

No.	Grade		Description
	AFC	OSL	
L.07	C	C	<p>Insurance</p> <p><i>It is recommended that the Licence Applicant secures the following insurances:</i></p> <ul style="list-style-type: none"> - <i>Death and disability</i> - <i>Accident and Illness</i> - <i>Public liability</i> - <i>Directors and Officers liability</i> - <i>Employers liability</i>

11. Finance Criteria

11.1 Objectives

The objectives of the Finance Criteria are to:-

- a) Improve the economic and financial capability of the Licence Applicant;*
- b) Increase Licence Applicant' transparency and credibility;*
- c) Place the necessary importance on the protection of creditors;*
- d) Safeguard the continuity of international competitions for one season;*

The finance criteria are divided into 3 sections:-

- *Historic financial information about a club's financial performance and position;*
- *Future financial information(Budget) about a club's future prospects; and*
- *Subsequent information after the licensing decision has been made.*

Historic Financial information

No.	Grade		Description
	AFC	QSL	
F.01	A Note 1	A	<p><i>Annual Financial Statements - Audited</i></p> <p><i>Regardless of the legal structure of the Licence Applicant, annual financial statements based on the local legislation for incorporated companies shall be prepared and audited by independent auditors.</i></p> <p><i>The annual financial statements shall meet the minimum disclosure requirements and accounting principles.</i></p> <hr/> <p><i>Note 1 : Reporting Period</i></p> <hr/> <p><i>For Licence applicants who are eligible to participate in the AFC Competitions e.g AFC Champions League, the following period must be submitted :-</i></p> <p style="text-align: center;"><i>1.30 June 2017 and</i></p> <p style="text-align: center;"><i>2.30 June 2018</i></p>

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No.	Grade		Description
	AFC	QSL	
F.02	A	C	<p>Financial Statements for the Interim Period – -REVIEWED</p> <p><i>If the Statutory Closing Date of the License Applicant is more than six (6) months before the deadline for submission of the list of Licensed clubs to AFC, then the License Applicant shall prepare and submit additional financial statements covering the interim period.</i></p> <p><i>If the financial statements for the interim period are prepared and submitted, they should cover the interim period up to a date within six months preceding the deadline for submission of the list of Licensed clubs to AFC and must be reviewed or audited by independent auditors.</i></p> <p><i>The interim financial statements should meet the minimum disclosure requirements and accounting principles as per the annual financial statement</i></p>

No.	Grade		Description
	AFC	QSL	
F.03	B		<p>No Overdue Payables Towards Football Clubs Arising from Transfer Activities</p> <p><i>The Licence Applicant must prove that it has no payables overdue towards football clubs arising from transfer activities as of 31 December of 2017.</i></p> <p><i>Should there be any payables overdue, the Licence applicant must prove that, by the following 31 March 2018:</i></p>

		<ul style="list-style-type: none"> • <i>It has been fully settled; or</i> • <i>Deferred by mutual agreement ; or</i> • <i>It has brought a legal claim which has been deemed admissible by the competent authority under national law or has opened proceedings with the national or international football authorities or relevant arbitration tribunal contesting liability in relation to overdue payables; however , if the licensor consider that such claim has been brought or such proceedings have been opened for the sole purposes of avoiding the applicable deadlines set out in these regulations (i.e. to buy time) the relevant amount will still be consider as an overdue payable; or</i> • <i>It has contested a claim which has been bought or proceedings which have been opened against it by a creditor in respect of overdue payables and is able to demonstrate to the reasonable satisfaction of the licensor that the claim which have been bought or the proceeding which have been opened are manifestly unfounded ,</i> <p><i>Payables overdue include any final and binding decisions of the FIFA Players’ Status Committee, the FIFA Dispute Resolution Chamber and the Court of Arbitration for Sport with regards to transfer activities.</i></p>
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No.	Grade	Description
AFC		<i>For licence applicant who is eligible to participate in the AFC Competitions e.g AFC Champions League</i>
F.03 (ENCHANCED)	A	<p><i>No Overdue Payables Towards Football Clubs Arising from Transfer Activities - ENCHANCED</i></p> <p><i>The Licence Applicant must prove that it has no payables overdue towards football clubs arising from transfer activities as of 30 June 2018.</i></p> <p><i>Should there be any payables overdue, the Licence applicant must prove that, by the following 31 Aug 2018:</i></p> <ul style="list-style-type: none"> • <i>It has been fully settled; or</i> • <i>Deferred by mutual agreement ; or</i>

		<ul style="list-style-type: none"> • <i>It has brought a legal claim which has been deemed admissible by the competent authority under national law or has opened proceedings with the national (for e.g PPA) or international football authorities or relevant arbitration tribunal contesting liability in relation to overdue payables; however , if the licensor consider that such claim has been brought or such proceedings have been opened for the sole purposes of avoiding the applicable deadlines set out in these regulations (i.e. to buy time) the relevant amount will still be consider as an overdue payable; or</i> • <i>It has contested a claim which has been bought or proceedings which have been opened against it by a creditor in respect of overdue payables and is able to demonstrate to the reasonable satisfaction of the licensor that the claim which have been bought or the proceeding which have been opened are manifestly unfounded ,</i> <p><i>Payables overdue include any final and binding decisions of the FIFA Players’ Status Committee, the FIFA Dispute Resolution Chamber and the Court of Arbitration for Sport with regards to transfer activities.</i></p> <p><i>The Licence Applicant must reconcile the transfer payable table to the figure in the annual audited financial statement i.e Amount due to other football club for transfer activities</i></p>
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No.	Grade	Description
	QSL	
F.04	B	<p><i>No Overdue Payables Towards Employees and Social/Tax Authorities</i></p> <p><i>The Licence Applicant must prove that, in respect of contractual and legal obligations with its CURRENT and FORMER employees.</i></p> <p><i>It has no payables overdue towards employees and social/tax authorities in respect of contractual and legal obligations which arose with its employee as of 31 December 2017.</i></p> <p><i>Should there be any payables overdue, the Licence applicant must prove that by the following 31 March 2018:</i></p>

		<ul style="list-style-type: none"> • <i>It has been fully settled; or</i> • <i>Deferred by mutual agreement ; or</i> • <i>It has brought a legal claim which has been deemed admissible by the competent authority under national law or has opened proceedings with the national or international football authorities or relevant arbitration tribunal contesting liability in relation to overdue payables; however , if the licensor consider that such claim has been brought or such proceedings have been opened for the sole purposes of avoiding the applicable deadlines set out in these regulations (i.e. to buy time) the relevant amount will still be consider as an overdue payable; or</i> • <i>It has contested a claim which has been bought or proceedings which have been opened against it by a creditor in respect of overdue payables and is able to demonstrate to the reasonable satisfaction of the licensor that the claim which have been bought or the proceeding which have been opened are manifestly unfounded,</i>
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No.	Grade	Description
AFC		<i>For licence applicants who are eligible to participate in the AFC Competitions e.g AFC Champion League</i>
F.04 (ENHANCED)	A	<p>No Overdue Payables Towards Employees</p> <p><i>The Licence Applicant must prove that, in respect of contractual and legal obligations with its CURRENT and FORMER employees.</i></p> <p><i>It has no payables overdue towards employees and social/tax authorities in respect of contractual and legal obligations which arose with its employee as of 30 June 2018.</i></p> <p><i>Should there be any payables overdue, the Licence applicant must prove that, by the following 31 Aug 2018:</i></p> <ul style="list-style-type: none"> • <i>It has been fully settled; or</i> • <i>Deferred by mutual agreement ; or</i> • <i>It has brought a legal claim which has been deemed admissible by the competent authority under national law or has opened proceedings with the national or international football</i>

		<p><i>authorities or relevant arbitration tribunal contesting liability in relation to overdue payables; however , if the licensor consider that such claim has been brought or such proceedings have been opened for the sole purposes of avoiding the applicable deadlines set out in these regulations (i.e. to buy time) the relevant amount will still be consider as an overdue payable; or</i></p> <ul style="list-style-type: none"> <i>• It has contested a claim which has been bought or proceedings which have been opened against it by a creditor in respect of overdue payables and is able to demonstrate to the reasonable satisfaction of the licensor that the claim which have been bought or the proceeding which have been opened are manifestly unfounded ,</i> <p><i>Payables overdue include any final and binding decisions of the FIFA Players’ Status Committee, the FIFA Dispute Resolution Chamber and the Court of Arbitration for Sport with regards to transfer activities.</i></p> <p><i>The Licence Applicant must reconcile the transfer payable table to the figure in the annual audited financial statement i.e Amount due to other football club for transfer activities</i></p>
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No.	Grade		Description
	AFC	QSL	
F.05	A	A	<p><i>Written Representations Prior to the Licensing Decision</i></p> <p><i>Within seven (7) days prior to the start of the period in which the licensing decision is to be made by the Club Licensing Committee (CLC), the Licence Applicant must make written representations to the Licensor.</i></p> <p><i>The written representations shall state whether or not any events or conditions of major economic importance have occurred, that may have an adverse impact on the Licence Applicant’s financial position since the balance sheet date of the preceding audited annual financial statements or reviewed interim financial statements (if applicable).</i></p>

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Future Financial Information

No.	Grade		Description
	AFC	QSL	
F.o6	A	A	<p>Future Financial Information</p> <p><i>Future financial information shall be prepared and submitted by the Licence Applicant, consisting of:</i></p> <ul style="list-style-type: none"> <i>a) A budgeted profit and loss account;</i> <i>b) A budgeted cash flow; and</i> <i>c) Explanatory notes including assumptions and risks and comparison of budget to actual figures.</i> <p><i>Future financial information must cover the period commencing immediately after the later of the statutory closing date of the annual financial statements or, if applicable, the balance sheet date of the interim financial statements, and it must cover at least the licence season. The future financial information shall be based on assumptions that are not unreasonable and meet the minimum disclosure requirements. The future financial information must be prepared, as a minimum on a quarterly basis.</i></p>

Subsequent Information

Criteria F.07 and F.08 apply to all Licensees in the time after the licensing decision.

No.	Grade		Description
	AFC	QSL	
F.07	B	B	<p>Duty to Notify Subsequent Events</p> <p><i>Following the licensing decision by the relevant decision-making body, the Licensee must promptly notify the licensor in writing about any Subsequent Events that may cast significant doubt upon the Licensee’s ability to continue as a Going Concern until at least the end of the season for which the Licence has been granted. Compliance with this criterion shall be assessed by the Licensor on a on going basis.</i></p>

No.	Grade		Description
	AFC	QSL	
F.o8	B	B	<p><i>Duty to Update Future Financial Information</i></p> <p><i>The Licensee must prepare and submit an updated version of the future financial information (prepared according to F.o6).</i></p> <p><i>In addition, the prepared information shall include a comparison of budget to actual figures including explanations of variances. The updated version of the future financial information must be prepared, as a minimum, on a six-month basis.</i></p> <p><i>The updated future financial information shall meet the minimum disclosure requirements. Compliance with this criterion shall be assessed by the Licensor on a on going basis</i></p>

12. Business Criteria

12.1 Objectives

The objectives of the Business criteria are as follows but not limited to:-

- a) *Understand the objectives and targets of the club and have a set of strategies so that the clubs can monitor their performance and hence improve their strategy.*

- b) *To gradually improve the club value by promoting revenue opportunity/diversification and to improve service and experience to the most important stakeholders.*

No.	Grade		Description
	AFC	QSL	
G.01	B	B	<p>Business Plan</p> <p><i>The Licence Applicant must prepare and submit a business plan for the period 1 to 3 years with the following requirements</i></p> <ol style="list-style-type: none"> 1. <i>General Secretary's Statement</i> 2. <i>Vision, Mission and Target</i> 3. <i>Club Structure</i> 4. <i>Marketing Research, Analysis and Strategy</i> 5. <i>Product & Activities-Achievement , CSR Activities</i> 6. <i>Organisation and Human Resources-Administration Structure</i> 7. <i>Facility management and operation - Infrastructure</i> 8. <i>CSR Plans</i> 9. <i>Budget and Financial plan</i> <p><i>The business plan should be approved by Club's highest decision making body or authorised by CEO/General Secretary</i></p> <p><i>*Short term plans and Long term plans including programmes and Strategies to achieve the plans</i></p>

No.	Grade		Description
	AFC	QSL	
G.02	B	B	<p>Audience Marketing Plan</p> <p><i>The Licence Applicant must submit an annual plan to detail key activities to promote and develop their club.</i></p>

13. Final Provisions

13.1 QSLM Club Licensing Manual

13.1.1 *The QSLM Club Licensing Manual, if any, shall compliment the present Regulations and form an integral part thereof.*

13.2 Implementing Provisions

13.2.1 *The Licensing Administration shall take the decisions and adopt, in the form of directives, the detailed provisions necessary for implementing the present Regulations.*

13.3 Matters Not Provided For

13.3.1 *Matters not provided for in these Regulations shall be decided by the QSLM Executive Committee, whose decision shall be become final upon ratification by the QFA Executive Committee.*

13.4 Legal Basis, Adoption, Ratification and Entry into Force

13.4.1 *The present Regulations derive their legal basis from the relevant articles of the QFA Statutes.*

13.4.2 *AFC has duly accredited these Regulations on 6 March 2018.*

13.4.3 *These Regulations were adopted by the QSLM Executive Committee at its meeting on 11 February 2018.*

13.4.4 *The present Regulations replace the previous edition and come into force immediately.*

For the QSLM Executive Committee

Sheikh Hamad bin Khalifa bin Ahmed Al Thani

President