

THE JINJA DECLARATION

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Situation Review: Weaknesses Identified

1. Organisation and Administration

- Generally, Club structures not too clearly defined
- Lack of qualified and full-time personnel – absence of relevant job descriptions
- Non - Uniform statutes for the clubs and their limited role (and representation) at national level
- Lack of Role clarity of leading organs
- Lack of strong Financial management (budgeting and control)
- Championship calendar not consistent and comprehensive enough
- Poor planning
- Contractual situation of players – Not tight and comprehensive
- Absence of communication strategies
- Low level of exploitation of commercial rights
- Security and safety co-ordination at PL matches – Not tight and comprehensive

2. Technical Structure

- Role of the “Welfare Manager” – Not clearly defined and potentially in conflict with role of Head Coach
- Absence of accreditation system for coaches
- Position of the Coach in the structure of the club – Coaches opined that they are not respected and there tends to be a lot of interference in their jobs by Club Administrators
- Lack of youth development programmes
- Education (Administration & Management, Refereeing, Coaching, Sports Medicine) – Low levels of knowledge amongst practitioners
- Poor Access to medical services during pre-competition and competition stages
- Absence of referee inspectors / match commissioners

3. Facilities

- General absence of registered appropriate Office accommodation
- Inadequate training fields
- Low levels of Ownership of training fields and stadia access
- Lack of adequate training equipment

Preamble

Clubs of the Uganda Super League and a representation of Members of the National Executive Committee (NEC) of FUFA assembled at the Jinja Nile Resort in Uganda for a Win in Africa with Africa (WIAWA) Club Management Course from 18 to 23 January 2010 recognised the amateur status of Uganda football leagues and all the associated problems and weaknesses, undertook to effect the following actions provided that the FUFA NEC undertakes to facilitate the relevant constitutional amendments that would allow the first steps towards Professional Football at the level of Elite League football in Uganda, which is envisaged to be achieved by 2014;

Creation of Entities

All Clubs playing in the Uganda Super League shall be bodies corporate

Timeline: 01 July 2010

Clubs playing in the Uganda Super League shall constitute a body corporate to own and manage the Uganda Super League in which FUFA shall reserve special rights to be defined in the Memorandum of Association and Articles of Association agreed upon by the both the Uganda Super League Clubs and FUFA in accordance with the FIFA Statutes

Timeline: 31 December 2010

Club Licensing

The development and introduction of a CLUB LICENSING SYSTEM that would address key principles that would factor in the following elements, and providing for the Licensing System to Come into effect in time for the 2014 League: **Timeline: Process to start Immediately**

Competition

Reduce the clubs in the Uganda Super League from 18 to 14 by the 2014 League season and work to ensure that FUFA initiates sufficient consultations including effecting the relevant constitutional changes to give effect to the proposed changes.

Timeline: By the commencement of the 2012 League Season

Statutes

Review of statutes of FUFA that will amongst other things address legal identities of clubs including those at the Uganda Super League level and the feeder league. FUFA Shall issue mandatory provisions to be contained in the statutes of Uganda Super League and the feeder League Clubs. Review must also provide for a Vice Presidency position of the Chairman of the board of the body corporate created to own and manage the league

Review of FUFA Statutes to provide for full General Assembly (GA) membership for all Uganda Super League Clubs and that the Feeder League Clubs will be represented by 5 members. This review must also limit the participation of Institutional Teams to one (per each Institution) in the Top League of Uganda.

Timeline: 31.12.2010.

Finance

Adherence to minimum Finance Standards by all Uganda Super League Clubs that will include production of Annual Audited Financial Statements that will, on an annual basis, be submitted to the League Management and the FUFA Secretariat.

Timeline: 31 December 2010

Facilities

Consistent access to (or ownership of) well-developed training facilities that will include turf, dressing rooms and training lights, provided that, within one year from now, all the Clubs will have filed applications for land to develop Club training facilities. **Timeline: August 2011.**

Consistent access to stadia through the assistance of FUFA and other relevant stakeholders. **Timeline: 31 December, 2011.**

Office Facilities

Access to (or ownership of) fully furnished with minimal staff office facilities.

Timeline: By the start of the 2011 League Season.

Structure

Institute Club structure with clear distinction of responsibilities between the technical and the administrative staff under the General Manager or an acceptable alternative.

Timeline: By August 2010

Staff

The employment of qualified staff on contract (either part-time or full-time) that will include both Administration and Technical staff, General Manager or equivalent and a Head Coach; the latter being in conformity with set minimum standards in accordance with an established FUFA Coaching Licence System.

Timeline: 31 December, 2010

Refereeing

Appointment of qualified referee inspectors/match commissioners to assess referees for matches of the Uganda Super League and to make sure that matches are properly organised .

Timeline: Beginning of 2010/11 Football Season.

Refereeing Cont'd

Creating a class of referees to officiate the Uganda Super League where the appointments shall exclusively be made from.

Timeline: Beginning of 2010/11 Football Season.

Players

Registration of a maximum of 25 players per Uganda Super League Club at any point, provided that this will include not more than 3 foreign players (*who will also be subject to established minimum standards criteria*) and provided all registered players are professionally contracted to the club in conformity with relevant FUFA regulations.

Timeline: By the start of 2010/11 Football Season

Youth Development

Obligation of all Uganda Super League Clubs to institute a Youth Development Program and to participate in FUFA organised Grass-roots and Youth Leagues including Reserve Leagues, as follows: **Under-15 Leagues - Beginning of 2011 Football Season. Under-17 Leagues – Beginning of 2011/12 Football Season , provided that FUFA establish a fully fledged U20 League. Timeline: 2014 Football Season.**

Safety and security

Implementation and clear distinction of responsibilities for consistent safety and security procedures for referees, teams, officials, spectators and everybody involved in football matches in the stadia.

Timeline: Beginning of 2011/12 Football Season.

FAN DEVELOPMENT

To encourage Clubs of the Uganda Super League to aggressively pursue membership drives leading to the establishment of FAN CLUBS as necessary. This development should and will of necessity ensure interaction with the following Community groups:

- Schools and other Institutions of learning.
- Out of school youth
- Former players
- Community Leaders
- Industries wherever they exist.
- Former players
- Hospitals etc

Provided that Clubs will also promote corporate social responsibility activities at Community level

Communication and Marketing

Development of a Communication Strategy that would also address membership directory database, establishment of active Club Websites and execution of Public Relations activities.

Timeline: By the beginning of 2010/11 Football Season.

Development of a Marketing Strategy at both the level of the League and Clubs that would ensure full exploitation of Commercial Rights by Clubs and the League.

Timeline: Beginning of 2010/11 Football Season.

Medical matters

Obligation of Premier League Clubs to have registered and qualified medical personnel in accordance with prescribed requirements. Contingent on the FUFA submitting a request to FIFA for a Sports Medicine course once all Clubs in the Uganda Super League have all registered medical doctors.

Timeline: By the start of the 2011/12 Football season

Provisions for Process Management

The Uganda Super League Clubs resolved that the foregoing process be managed by the FUFA President, FUFA CEO, and all Chairpersons of the Uganda Super League Clubs, whose responsibility will be to ensure the following:

- That targets of the **Jinja Declaration** are met
- That particular emphasis will be given to the completion of an Official Licensing System for Clubs by the beginning of the 2014 League.
- That regular reports are made to all interested parties and FIFA through its Development Office in Botswana.

5 man Ad-hoc Committee

The following persons were named on the committee to lead, direct and monitor the implementation and realisation of the Jinja Declaration on behalf of and report to the FUFA President, FUFA CEO and the 18 Uganda Super League Clubs Chairpersons. More generally the committee will fast track the process and be available to undertake relevant assignment to assist the achievement of the **Jinja Declaration**;

Eng. Moses Magogo

Mr. Kavuma Kabenge

Mr. Issa Magoola

Mr. Richard Omongole

Mr. Jimmy Seggawa Ebil

Signed By: Uganda Super League Clubs and FUFA

Witnessed by: FIFA

At the: Jinja Nile Resort
Date: 23 January 2010.