

**CAF<sup>®</sup>**

**IMPACT**

**REGULATIONS**

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## DEFINITIONS

### **CAF IMPACT PROGRAMME:**

A Football development programme designed to provide financial support for CAF Member Associations for the strategic and long-term development of African Football within their territories. The programme seeks to promote the growth of African Football and to make it globally competitive and self-sustaining.

### **CAF IMPACT PROGRAMME FUNDING:**

The financial support provided by CAF to the Member Associations and Zonal Unions under the CAF Impact Programme.

### **CAF GENERAL SECRETARIAT:**

The body that performs all administrative duties under the direction of the CAF Secretary General. It shall fulfil its rights and duties as they are established in these Regulations and shall also implement the decisions taken by the relevant competent committees of CAF.

### **CAF AUDITOR:**

The CAF auditor, i.e., the auditor appointed by the CAF General Secretariat to provide auditing services, shall inspect the Member Associations and Zonal Unions CAF funding. The inspection may comprise the application of agreed procedures or another inspection service implemented in accordance with international auditing standards, inspection, and ethical standards.

### **CAF REVIEW:**

The examination and inspection of financial transactions, accounts and reports, and an evaluation of internal controls or an evaluation of compliance with applicable laws, regulations and international auditing standards.

### **STATUTORY AUDITOR:**

An external independent auditor appointed by the general assembly of a Member Association or Zonal Union to conduct an audit of a Member Association or Zonal Union's accounts in compliance with the accounting rules and principles that have been approved by that Member Association or Zonal Union's Executive Committee. The Statutory Auditor must possess the relevant qualifications in accordance with local legislation and shall submit his audit report to the general assembly of the Member Association or Zonal Union.

## STATUTORY AUDIT:

A review of the accounts of a Member Association or Zonal Union by a Statutory Auditor that has the relevant qualifications in accordance with local legislation as is described in the statutes of the Member Association or Zonal Union concerned.

## Preamble:

The CAF Impact Programme is anchored on among others, the spirit of Article 6 paragraph 1 (f) of the CAF Statutes pursuant to which CAF Member Associations shall enjoy “the right to benefit from CAF’s development, technical, and financial assistance programs.”

The CAF Impact Programme was established to provide financial support to the CAF Member Associations and Zonal Unions for purposes of promoting football development projects and activities in Africa in line with the CAF strategy and with a view to achieving CAF’s objective of making African Football globally competitive and self-sustaining.

The CAF Impact Regulations provide a framework to govern and regulate the distribution and use of the funds that will be disbursed to the Member Associations and Zonal Unions through the CAF Impact Programme with a view to:

- invest in the growth and development of the Member Associations and Zonal Unions
- promote positive impacts within the Member Associations and Zonal Unions
- promote good governance, transparency sound financial management and accountability.

The CAF Impact Programme will be rolled out across CAF Member Associations and Zonal Unions.

## ARTICLE 1 - SCOPE OF APPLICATION

1. These Regulations govern:
  - a. The relationship between CAF and all the beneficiaries of the CAF Impact Programme;
  - b. The financial support allocated under the CAF Impact Programme;
  - c. The rights, administrative duties and obligations of all the parties involved in the operation of the CAF Impact Programme;
  - d. The Monitoring system and
  - e. The eligibility criteria to benefit from the CAF Impact Programme.
2. These Regulations and all related directives, decisions, guidelines, and circulars issued by CAF shall be binding upon all parties involved in the operation and utilization of the CAF Impact Programme Funding.

## ARTICLE 2 - OBJECTIVES

1. The **CAF Impact Programme Regulation** is designed to govern the financial support allocated to CAF's Member Associations and Zonal Unions in order to implement the Member Association's rights outlined in Article 6 para 1 (f) of the CAF Statutes, so that our Member Associations and Zonal Unions can become more efficient, professional, transparent and independent.
2. The purpose of the **CAF Impact Programme** is to build and strengthen the CAF Members Associations and Zonal Unions in terms of on-field and off-field activities. It aims to empower the Member Associations and Zonal Unions by giving them the tools and knowledge to accelerate the growth of African football and making it globally competitive and self-sustaining.

## ARTICLE 3 - BENEFICIARIES

1. The beneficiaries of the CAF Impact Programme are the CAF Member Associations that have been admitted as members of CAF in accordance with article 4 of the CAF Statutes and the CAF Zonal Unions as defined on page 3 of the CAF Statutes as read together with Article 13 of the CAF Statutes.
2. Pending the establishment of the CAF Foundation, Non-Governmental Organizations that play an instrumental role in promoting the growth and development of football in Africa may, upon proposal by the CAF Secretariat also benefit from the CAF Impact Programme.

## ARTICLE 4 - RIGHTS OF THE BENEFICIARIES

The Member Associations have the right to:

1. Benefit from CAF's financial assistance programs as stipulated in Article 6 paragraph 1 (f) of the CAF Statutes
2. The Member Associations and Zonal Unions are entitled to receive advice and continuous support from CAF on how to use the funds received under the CAF Impact Programme.

## ARTICLE 5 - DUTIES OF CAF

1. CAF shall be attentive and available to assist its Member Associations and Zonal Unions. CAF must be professional, impartial, and transparent in its management of the funds distributed to the Member Associations and Zonal Unions under the CAF Impact Programme.
2. The CAF General Secretariat should reply to any written communication received from a Member Association or Zonal Union concerning the CAF Impact Programme and funding and any other direct funding within a maximum of five working days.
3. CAF General Secretariat shall oversee the proper use of the funds and the audit and control process. For each financial year, the CAF General Secretariat shall conduct or order the conduct of an audit review of Member Associations and Zonal Unions that have received funds under the CAF Impact Programme at the expense of CAF.

## ARTICLE 6 - FINANCIAL CONTRIBUTION

### 1. FOR THE MEMBER ASSOCIATION:

- a) Subject to compliance with these Regulations, the funding granted to each Member Association represents a contribution of up to USD 400'000 (Four Hundred Thousand United States Dollars), starting from July 2024 for the purpose of developing, promoting, and organizing football in general (hereinafter referred to as "**CAF Impact Funding**").
- b) The above amount of USD 400'000 (Four Hundred Thousand United States Dollars) shall be paid in two installments as follows:
  - (i) A first installment of up to USD 200'000 (Two Hundred Thousand United States Dollars) shall be disbursed by CAF in July; and
  - (ii) A second installment of up to USD 200'000 (Two Hundred Thousand United States Dollars) shall be disbursed by CAF in January of each year

to support with the Member Association’s ongoing operational costs, including, but not limited to costs for at least the following categories.

Women’s Football ( <i>e.g. competition, development</i> )	A minimum of 30%
Schools and Youth Football ( <i>e.g. African Schools Programme</i> )	A minimum of 20%
To be allocated to any of the above categories or to be used for other cost categories ( <i>e.g. administration, competitions, football development, infrastructure if needed</i> )	A maximum of 50%

- c) An amount of USD 50’000 (Fifty Thousand United States Dollars) to be directly paid to the personal account of the President of the Member Association (hereinafter referred to as the "President’s Allowance"). The President’s Allowance shall be paid in two instalments. The first instalment shall be paid by July 1 of each year, with the second instalment due by no later than January of each year. For the avoidance of doubt, the President’s Allowance is part of the CAF Impact Funding of USD 400’000 (Four Hundred Thousand United States Dollars) and will be deducted from the CAF Impact Programme Funding.
- d) In addition, CAF will provide experts and organize training in the areas of football development and football administration. CAF and the beneficiary Member Association shall work together to identify the specific areas of expertise and guidance required.
- e) All costs and fees related to these experts and capacity building activities shall be covered by CAF. In addition, CAF shall determine the type of monitoring required for each expert provided and training activity organized. CAF will coordinate the possibility for Member Associations to send their staff or officials (in the areas of football development or football administration) to other Member Associations on placement to enhance their skills, and to benefit from knowledge sharing and the migration of best practices to be applied in their Member Association.

## 2. FOR ZONAL UNIONS:

- a) Subject to compliance with these Regulations, the funding granted to all Zonal Unions via the yearly CAF Impact Programme for the purpose of developing, promoting, and organizing football in general is USD 750’000 (Seven Hundred and Fifty Thousand United States Dollars).
- b) Each Zonal Union shall therefore be entitled to receive up to USD 2’000’000 (Two Million United States Dollars) per year.

- (i) USD 1'250'000 (One Million Two Hundred and Fifty Thousand United States Dollars) per year from the FIFA Forward Funds; and
  - (ii) USD 750'000 (Seven Hundred and Fifty Thousand United States Dollars) per year from the CAF Impact Programme.
- c) Provided that the Zonal Union has submitted:
- (i) a report on the funds spent; and
  - (ii) a full year budget plan
- d) Under the CAF IMPACT Programme up to USD 750'000 (Seven Hundred and Fifty Thousand United States Dollars) shall be paid in two instalments as follows:
- (i) a first instalment of up to USD 375'000 (Three Hundred and Seventy-Five Thousand United States Dollars) to be disbursed by CAF in July; and
  - (ii) a second instalment of up to USD 375'000 (Three Hundred and Seventy-Five Thousand United States Dollars) to be disbursed by CAF in January of each following year to support Zonal Unions ongoing operational costs, including but not limited to costs for at least the following categories:

Operational Expense	A maximum of 30%
Women's Football ( <i>e.g. workshop, capacity building initiatives</i> )	A minimum of 35%
Football Development and Competitions ( <i>e.g. capacity building initiatives</i> )	A minimum of 25%
Schools and Youth Football	A minimum of 10%

- e) The Zonal Unions have committed to organize the zonal phase of the African Schools Football Championship every year by using the FIFA Forward funds.

### 3. ANNUAL INCENTIVE PAYMENTS

In addition, each year, every CAF Member Association may receive additional annual incentive payments up to a total of USD125'000 (One Hundred and Twenty-Five Thousand United States Dollars) (hereinafter referred to as “Total Incentive Payments”).

A Member Association is eligible for one-fifth of the Total Incentive Payments (i.e. USD25'000 Twenty-Five Thousand United States Dollars) if it fulfills any of the following criteria:

- a) Participation in at least five (5) Zonal Union Competitions
- b) Introduction and promotion of a Safeguarding Policy
- c) Organization of the National phase of the African Schools Football Championship and submission of a detailed report to CAF Administration
- d) Hosting Anti-match-fixing and integrity activities
- e) If the total annual revenue of the Member Association is below USD 3'000'000 (Three Million United States Dollars), the amount may be used as a travel allowance

Any CAF IMPACT Total Incentive Payments funding request must be duly submitted to the CAF administration by the CAF Member Association, along with the necessary supporting evidence.

## ARTICLE 7 - PROCEDURES

### 1. Opening of a specific bank account to receive the CAF Impact Programme funds:

Each Member Association and Zonal Union shall open a bank account to be used only for receiving and disbursement of funds in accordance with Article 6 of these Regulations (hereinafter referred to as the “**CAF Impact Programme Bank Account**”).

### 2. Approval:

- (i) The CAF General Secretariat shall examine the information and relevant documentation submitted by the Member Association and Zonal Union in accordance with the criteria and requirements established in these regulations.
- (ii) If the CAF General Secretariat deems that the information and relevant documentation submitted by the Member Association or Zonal Union satisfies the criteria established in article 8 of these Regulations, it shall take the necessary steps to ensure that the CAF Impact Programme Funds are released within 15 days from the date of consideration by the CAF that the information and documents transmitted meet the conditions set out in article 8 hereof. The CAF General Secretariat may request additional information or documentation where necessary which must be provided within 10 days of receipt by the Member Association or Zonal Union of such a request. Failure to meet this deadline may result in restrictions within the meaning of article 15 hereof or cancellation of the disbursement of funds.

- (iii) Should the relevant documents be submitted late by the Member Association or Zonal Union to CAF, the CAF secretariat shall provide feedback on the report within 15 days of the actual delayed submission day.

### **3. Release of funds:**

- (i) Following the approval for funding, the CAF General Secretariat shall take the necessary measures to release the CAF Impact Programme funds.
- (ii) The CAF Impact Programme funds shall be released directly to the dedicated bank accounts of each Member Association and Zonal Union.

### **4. Normalization Committee:**

Where a Member Association has been placed under a Normalization Committee, the CAF General Secretariat shall decide on the procedure for the release of the CAF Impact Programme funds and the amount of the funds to the Normalization Committee after consultation with FIFA.

### **5. Sanctioned Countries of Member Associations:**

The release of the CAF Impact Programme funds to sanctioned countries of Member Associations shall be subject to local and universal compliance and banking requirements. The CAF General Secretariat shall decide on funding for Sanctioned Member Associations at its discretion and in any event strictly in accordance with the prevailing international and local laws and restrictions, and subject to the applicable regulatory compliance environment.

### **6. Suspended Member Associations:**

The CAF Impact Programme funds shall immediately be suspended if CAF and/or FIFA suspends a Member Association, and no funds will be released during the period of such suspension. Once the suspension is lifted, the CAF General Secretariat shall assess the situation and then decide on the procedure for the release of funds and the amount taking into account all the circumstances of the case.

### **7. Lifting a suspension:**

Once restricted funding or suspension has been lifted from a Member Association or Zonal Union, the CAF General Secretariat shall add the remainder of any withheld payment, of the Member Association or Zonal Union to their existing entitlements.

## ARTICLE 8 - OBLIGATIONS OF THE MEMBER ASSOCIATIONS AND ZONAL UNIONS

### 1. MEMBER ASSOCIATIONS

- 1.1. Any Member Association or Zonal Union receiving funds through the CAF Impact Programme shall:
- a) fully collaborate at all times with CAF and the auditor appointed by CAF in relation to the use of the CAF Impact Programme funds, including, but not limited to providing CAF with all of the necessary information and supporting documentary evidence related to the use of the allocated funds;
  - b) make all the payments directly from the CAF Impact Programme bank account to the ultimate beneficiary;
  - c) keep any unspent funds in the CAF Impact Programme bank account until they are completely expended;
  - d) The CAF Impact Programme bank account may under no circumstances have a negative balance (overdraft) or be pledged or given as security for a transaction. CAF reserves the right to demand a statement of the bank account at any time;
  - e) Engage the services of a Statutory Auditor that has the relevant qualifications in accordance with local legislation for conducting audit-related services on all accounts and finances of the Member Association or Zonal Union, including the CAF Impact Programme funds received from CAF. The statutory auditor must:
    - i. be appointed by the general assembly of the Member Association or Zonal Union
    - ii. audit the accounts approved by the Executive Committee of the Member Association or Zonal Union in accordance with the relevant auditing standards, and
    - iii. submit an audit report to the general assembly of the Member Association or Zonal Union
  - f) Pay any fees arising from the statutory audit;
  - g) Maintain all supporting documentation for all expenditures and payments made with the funds received from CAF;
  - h) Have a cash policy in place which encourages the minimum usage of cash payments;

- i) Employ a General Secretary as well as a competent Finance Director;
  - j) Respect CAF's zero-tolerance policy towards any attempt at or act of corruption and/or undue advantages whatsoever, in any jurisdiction, which violates the CAF Disciplinary Code and the FIFA Code of Ethics including attempts or acts that are authorized or tolerated by law or cannot be prosecuted in the country in question. In the event that a football official has obtained or attempted to obtain undue benefits through a favorable decision taken, information received, a vote or any other form of benefits for himself/herself or for any other persons, the Member Association or Zonal Union must immediately inform CAF of this;
  - k) Take measures to protect and safeguard children and minors from potential abuse and to promote their wellbeing within football;
  - l) Introduce a Safeguarding policy and any other policies that CAF may require from time to time;
  - m) Respect all applicable laws, including those relating to the confidentiality and protection of data and privacy;
  - n) Avoid any situation giving rise to a conflict of interests;
  - o) Have a transparent procurement policy in place and ensure the policy is operational and applied when using the CAF Impact Programme funds; all the procurement processes must be fully documented and made available to CAF upon request.
  - p) Have quarterly update meetings with their Zonal Union on the action plans that were produced.
- 1.2. The CAF Committee for Legal Affairs and National Associations may recommend to grant an exception to any of these obligations to the extent that such exception (a) can be justified (b) does not cause a breach of any legal or moral obligation and (c) serves the interests of football development.

## 2. ZONAL UNIONS:

- 2.1. In addition to the above, the Zonal Unions:
- a) Via their Executive Directors, must facilitate direct and proper channels of communication and assist the Member Associations in expediting a response to the CAF General Secretariat whilst supporting and assisting the Member Associations locally in developing football.
  - b) Must organize competitions in their respective Zones for the development of African football.

- c) For the avoidance of doubt, the Zonal Union is responsible to collect all necessary documents, including but not limited to final invoice, agreements etc. from the hosting Member Association by the end of the Zonal Union tournament.
  - d) Must have an Executive Director that is employed by CAF as well as a competent Finance Director who is employed by the Zonal Union.
  - e) Must provide a Headquarters agreement and/or lease or ownership contract of its headquarters.
  - f) Should have at least three bank accounts as follows:
    - I. CAF Impact Programme funds account
    - II. FIFA Forward account
    - III. An operational account (e.g., membership fees, sponsorship funds, etc.)
  - g) Each Zonal Union should have an organogram that includes at least the following positions and/or departments:
    - Executive Director
    - Finance/Administrator
    - Women's Football
    - Football Development
    - Competition
    - Commercial /Communication
    - Safeguarding officer
  - h) Have a strategic plan linked to the CAF strategy.
  - i) Must follow up and get documents from its Member Associations in compliance with the yearly run CAF survey.
- 2.2. Any Member Association or Zonal Union that fails to comply with Article 8 shall be placed on the restricted funding process stipulated in Article 15.3 below.

## ARTICLE 9 - PAYMENTS

1. Payments shall be made in accordance with the conditions foreseen by these Regulations. Exceptions for payments outside the provisions of the current Regulations are possible for justified reasons only provided that the same has been approved and recommended by the CAF Committee for Legal Affairs and National Associations in consultation with the CAF Finance Committee.

## ARTICLE 10 - ALIGNMENT OF FUNDING

1. Under these Regulations, CAF is entitled to deduct from the funds allocated to a Member Association or Zonal Union the amount owed to CAF by that Member Association or Zonal Union for any reason.

## ARTICLE 11 - TAXES AND DUTIES

1. CAF encourages its Member Associations and Zonal Unions to secure a tax exemption from their respective national governments and will assist in the process of obtaining such tax exemption. The Member Associations and Zonal Unions are responsible for paying any taxes, duties and other charges that are due as a result of receiving the CAF Impact Programme funding. These taxes, duties or charges must be properly declared in the bank statement of the CAF Impact Programme bank account and declared in the requests and report submitted by the Member Association and Zonal Union.

## ARTICLE 12 – FEES AND DUTIES

1. The Member Association and Zonal Union shall be liable for all fees and expenses – including legal, administrative, banking and exchange costs – incurred through receiving the CAF Impact Programme funding.

## ARTICLE 13 - FINANCIAL REPORTING

1. The Member Association and Zonal Union must report annually on the use of all the CAF Impact Programme funds allocated by the CAF General Secretariat.
  - a. The reporting is due by 31 October of the current year and will cover the period 1 July of the previous year to 30 June of the following year.
2. The following documents must be included in the report:
  - (i) All reporting forms using the templates provided by CAF must be signed by the Member Association and Zonal Union.
  - (ii) The latest annual financial statements and the corresponding audit report compiled by the Statutory Auditor;
  - (iii) The minutes of the congress or general assembly of the Member Association or Zonal Union appointing the Statutory Auditor, and the minutes of the congress or general assembly at which the Statutory Auditor presented the respective reports;
  - (iv) The bank confirmation and the bank statement of the CAF Impact Programme bank account of the Member Association or Zonal Union and the designated signatories;
  - (v) For Zonal Unions: The bank confirmation and the bank statement of the CAF Impact Programme bank account and the FIFA Forward bank account of the Zonal Union and the designated signatories;

- (vi) An activity report in respect of the usage of the CAF Impact Programme funds using the templates provided by CAF.
- 3. Failure to submit the above documentation by 31 October of each year will result in a restricted release of funds. Furthermore, appropriate additional measures may also be taken by the Audit and Compliance Committee.
- 4. The CAF General Secretariat may at any time request reports, any further information and/or audits regarding the use of the allocated funds as part of the CAF Impact Programme. The Member Association or Zonal Union is under an obligation to provide the information requested and to allow access to all relevant documentation. Failure to cooperate in this respect will result in the immediate suspension of all funding.

## ARTICLE 14 - CAF AUDITS

- 1. CAF's auditor shall conduct audit-related services on the funds received by Member Associations and Zonal Unions, from CAF. The CAF Auditor shall submit a report outlining his/her conclusions in line with the agreed-upon procedures regarding the audit of each Member Association or Zonal Union to the CAF General Secretariat.
- 2. As part of the CAF audit review, the CAF General Secretariat may request the Member Association or Zonal Union concerned to provide any evidence and/or documentation that it deems necessary in relation to funds received under these Regulations.
- 3. CAF will cover the costs related to the CAF Audit Review.
- 4. In addition to the above, following the completion of any Zonal Competition organized by a Zonal Union the CAF General Secretariat reserves the right to conduct an audit of that Zonal Union to review its FIFA Forwards funds.

## ARTICLE 15 - MISUSE OF THE CAF IMPACT PROGRAMME FUNDS AND RESTRICTED FUNDING

- 1. If, on the basis of the reports prescribed by Article 13 of these Regulations, the report of the CAF audit review, the report of the Statutory Auditor, or any other information CAF may have received or become aware of, the CAF General Secretariat deems that:
  - a. The CAF Impact Programme funds have not been used in all areas according to the approved proposal;
  - b. The transactions involving the CAF Impact Programme funds have not been correctly categorized or documented; and/or
  - c. The concerned Member Association or Zonal Union has failed to comply with the CAF rules, regulations, directives or the law,

it shall immediately suspend the CAF Impact Programme funding and inform the CAF Audit and Compliance Committee accordingly.

2. Furthermore, in the event of any suspicion of fraud or any other violation of these Regulations, the CAF Statutes or other applicable regulations, the CAF General Secretariat may transfer the case to the competent judicial body of CAF for investigation and prosecution, as the case may be.
3. Restricted Funding:

A Member Association or Zonal Union may be placed on a restricted release of funds by CAF General Secretariat, if on the basis of the audit reports and/or other information received, the CAF General Secretariat considers that:

- a. The transactions involving the funds have not been correctly categorized or documented;
  - b. The Member Association or Zonal Union has failed to comply with these Regulations, or any other rule, or directive of CAF relating to the CAF Impact Programme funds or any relevant applicable law; and/or,
  - c. The Member Association or Zonal Union has inadequate internal controls relating to the management of CAF funds.
4. The CAF Audit and Compliance Committee may decide to take the following further measures:
    - a. A forensic audit report to be conducted by an independent auditor appointed by the CAF General Secretariat at the expense of the defaulting Member Association or Zonal Union;
    - b. To restrict the approval to release the funding to the defaulting Member Association or Zonal Union (i.e., by excluding certain categories of activities or by limiting the amount to be released on a monthly, quarterly, or annual basis, etc.);
    - c. To deduct a specific amount – i.e., the amount that was misused by the Member Association or Zonal Union from the disbursements that are otherwise due to that Member Associations or Zonal Unions and/or recommend to the CAF General Secretariat to recover the money by any legal means;
    - d. To order the Member Association or Zonal Union to return the misused amount to the CAF Impact Programme Bank Account;
    - e. To fully suspend the release of financial contributions to a Member Association or Zonal Union;
    - f. To take all other appropriate measures.

## ARTICLE 16 - MATTERS NOT PROVIDED FOR

1. The CAF Executive Committee may take the necessary decisions on any matters that are not provided for in these Regulations. In doing so, it shall take into account the principles and practices applied by programmes of a similar nature run by other football Confederations.

## ARTICLE 17 - AMENDMENTS

1. The CAF Executive Committee reserves the right to make amendments to any part of these Regulations for any reason whatsoever. Such amendments shall be duly communicated and enforceable upon notification to any Member Association and Zonal Union.

## ARTICLE 18 - CLOSING PROVISION

1. The CAF General Secretariat is entrusted with the operational management of the CAF Impact Programme and is therefore entitled to make decisions and adopt the detailed provisions necessary for implementing these Regulations.

## ARTICLE 19 - ENFORCEMENT

1. The present Regulations were approved by the CAF Executive Committee on 26 April 2025 and come into force on the 01 July 2025.



**Dr Patrice Tlhopane Motsepe**  
President



**Véron Mosengo-Omba**  
General Secretary

