



**CAF SAFETY AND
SECURITY OFFICERS'
HANDBOOK**

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I. Purpose of the Handbook

The CAF Safety and Security Officers Handbook is designed to be a reference document for all Safety and Security Officers from club to continental level. It serves as a guide and a summary reminder of the key operational responsibilities of the Safety and Security Officers.

When used by safety and security professionals it ensures the practice of basic minimum standards and allows a consistent approach to security operations across all CAF tournaments. Any Safety and Security Officer representing CAF at football matches must abide by this Handbook. Similarly, those who are operating at club, national or zonal levels should observe these rules.

Pursuant to CAF Safety and Security Officers Handbook, operators who are involved in the safety and security operations during a football match must follow CAF standard operating procedures at all times.

II. Duties of Safety and Security Officers

a. CAF Safety and Security Officer

A CAF Safety and Security Officer (CSSO) is an expert that has been trained and commissioned by CAF Safety and Security department to support in the delivery of safety and security operations across Africa. CAF shall designate and deploy a CSSO for high risk matches and during final tournaments to assist Member Associations and clubs in the effective coordination and execution of safety and security operations before, during and after the match. The CSSO is mandated to work with the local safety and security representatives towards ensuring that all arrangements are done in accordance with the CAF Safety and Security Regulations.

b. Zonal Safety and Security Officer

The Zonal Safety and Security Officer is a person who has been trained by CAF Safety and Security department and supports the delivery of Zonal Competitions and events. During zonal qualifiers or tournaments, they are appointed by their respective Zones as Safety and Security Officers of the Zone during the Competitions.

They are expected to perform the below duties:

- Enforce the CAF Safety and Security Regulations.
- Cooperate closely with all parties in charge of security matters.

- Liaise with the competition officials.
- Cooperate with the CAF Safety and Security department; and
- Comply with CAF Safety and Security Handbook.

c. National Safety and Security Officer

Each Member Association shall appoint a National Safety and Security Officer (NSSO) who shall be trained by CAF Safety and Security department.

The National Safety and Security Officer shall be the focal point for the club on all safety and security related matters of his/her Member Association. He/she shall also be responsible for all safety and security-related issues in the Member Association.

Other tasks of the NSSO include but are not limited to:

- The effective coordination of CAF qualifiers within the Member Association.
- Prompt availability in relation to any safety and security related matters concerning national teams matches as well as any other assigned mission that may be given from time to time by the CAF Safety and Security department.
- Keeping in close touch with organized supporters' groups and familiarise oneself with the local customs and preferences.
- Compiling – in cooperation with the Police authorities – a record of all known "risk supporters" to be used when liaising with fellow Security Officers of other Member Associations or clubs, travel companies, Police authorities, etc. The use of such records in relation to either home or away matches must give proper consideration to relevant human rights.
- Providing leadership and guidance in professional development programmes to advance the knowledge base of all safety and security operational team by facilitating and organizing training workshops and informative sessions on safety and security for key safety and security stakeholders in the Member Association.

d. Club Safety and Security Officer

A Club Safety and Security Officer shall be a member of a local club that is registered in a Member Association league.

The Club Safety and Security Officer shall be the focal point for the club on all safety and security related matters.

He/ she will be responsible to liaise with the CAF Safety and Security Officer after being appointed on all club matters relating to Safety and Security.

The below is a list of key duties a Club Safety and Security Officer is expected to perform:

- Responsible for all safety and security related matters of the club;
- Provide support in facilitating the work of NSSO and CSSO during continental qualifiers or final matches as required, in an effective and appropriate manner;
- Keep in close touch with organised Club supporters' groups and familiarise oneself with their customs and preferences;

- Share information of all known "risk supporters" with local authorities, NSSO and CSSO and inform fellow Security Officers of other Member Associations or clubs.

III. Access Management

a. Determination of the maximum safe capacity of a stadium

It is important for Safety and Security Officers to be conscious about the importance of enforcing the adoption of the maximum safe capacity figures as key determinants to the printing of match tickets.

The "maximum safe capacity" of a stadium or other place is the occupancy at which it may be safely operated. This is not the same as the maximum amount of people it can contain.



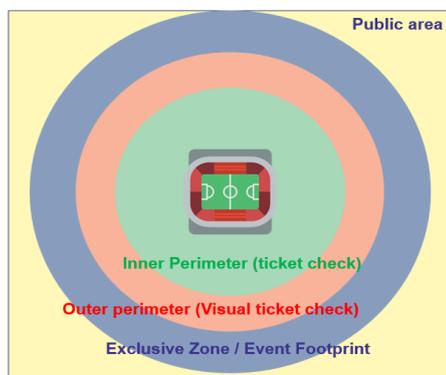
The maximum safe capacity is therefore the lowest of the 4 calculated capacities which are:

Typically, a stadium is designed in such a way that there are enough entry and exit points to support the holding capacity. There should be no structural or operational changes that make entry or exit points unusable as this will affect the safety of everyone.

Remember just because it is possible, does not mean it is safe!

b. Planning for access management outside the stadium

- ❖ Creation of an external perimeter before stadium main gates



- ❖ Public access to Stadiums: Key planning areas
 - ✚ Entry and exit points
 - ✚ Monitoring number of spectators entering the stadium
 - ✚ Crowd build-up
 - ✚ Opening of the stadium gates to spectators
 - ✚ Separating spectators outside the stadium
 - ✚ Screening spectators
 - ✚ Searching spectators
 - ✚ Detecting and preventing introduction of unauthorized objects
 - ✚ Pre-event checks and briefs
 - ✚ Communication strategy at entry points
 - ✚ Steward briefing
 - ✚ Signage.

c. Considerations for First Mile, Last Mile, Ingress, Circulation, Egress

These are the five phases of crowd behaviour:

1. **FIRST MILE:** This is the point where all spectators make their way to the stadium from all routes of transport system. It needs to have enough space to accommodate the pressure and adequate signage to guide spectators.
2. **LAST MILE:** This area is used for pedestrian and vehicle checks and searches. The Last Mile shall be located at a reasonable distance after the first mile and before the stadium building.
3. **INGRESS:** This is the getting into the stadium stage by spectators. It is a very critical period and stage because the spectators at this point are already active and would not want to be delayed when accessing the stadium. It should be a free-flowing access, which means that the turnstiles shall be functional and an adequate number of with stewards on-ground to assist the spectators especially when there are automatic counting devices. Most problems start from this point and if there is an issue at this stage then there is every possibility of the crowd gate crashing into the stadium and that is why Ingress must be properly organized.
4. **CIRCULATION:** This is the stage whereby the spectators have made their way into the stadium passing through all security and ticket checks. Now it is time for them to locate their sectors and seats. This stage requires very visible signage and adequately deployed stewards to help guide the spectators to their seats. It is important to note that for mega events most spectators may be visiting the stadium for the very first time. Hence there is the need for the stadium map to be strategically positioned at points immediately after the turnstiles within the circulation area to enable spectators to help themselves identifying their next line of action.
5. **EGRESS:** In a football match it is always advised that all exit doors are to be opened fifteen minutes to the end of the match so as to allow an easy

and smooth flow of spectators from the stadium. Although for other sports, consideration should be given to the number of exits that are available and the holding capacity of the facility coupled with the end time of the event. All these details will guide the Security Officer to determine as to what time the gates must be opened.

d. Utilization of Barriers for Crowd Management

It is important to highlight the need for an effective utilization of crowd management barriers without which it will be difficult for Safety and Security Officers to effectively control the flow of spectators at stadium access points.

Crowd control barriers are extremely suitable for use during a football match. They ensure thorough access control and effective security. They contribute to ensuring safety during a sporting event. There cannot be an effective crowd management without the utilization of barriers.

Safety and Security Officers must always ensure that all entry points to their stadium have adequate barriers set up days before the start of the match. These tools are essential to control the movement of spectators into the stadium.

e. Enforcement of search regime

Safety and Security Officers must ensure there is a robust and adequate search regime in place for all pedestrian and vehicles accessing the stadium on matchday. Everyone accessing the stadium on the match day should be subjected to a proper search with the exception of those classified to use the bubble-to-bubble protocol which in most cases are the teams, Officials and some VVIPs.

As a rule, filtration layers should be created to conduct both soft checks and comprehensive search for all spectators by security personnel at the outer perimeter fence or at the outer cordon by security personnel in venues which do not have an outer perimeter fence. This is to ensure that only ticket holders can access the last mile leading to the turnstiles, and to make the first checks to prevent the passage of prohibited objects/substances into the stadium.

Whenever there are flares, lasers and pyrotechnics and other prohibited items use in the stadium it implies that the search regime of the Security Team was not effective. Search regimes into the stadium should not be ignored as to avoid putting the lives of all spectators, players and Officials in danger.

f. Venue Operations Centre

Effective and successful coordination of all operations and management of incidents during a

Match Day can only be achieved if it is done through a Joint Operation Structure with the establishment of a Venue Operations Centre (VOC) at stadium level, where a representative of each security entity is present.

A room needs to be established and utilized as a VOC (Venue Operations Centre).

The latter must be endowed with:

- a good view of the FOP and Stadium seating;
- adequate seating – Key security role-players;
- Radio Communication;
- Telephone Communication;
- Computers and Internet;
- a direct link to Infotainment – Public Announcements.

The Match Organizer must ensure that:

- The Venue Operations Centre assigned personnel are accredited appropriately.
- The Venue Operations Centre is locked or manned by a guard permanently.
- The Venue Operations Centre is strategically positioned with a clear view of the stadium bowl; and
- The Venue Operations Control is equipped with CCTV cameras and communications systems (walkie talkies, landline phones, Wi-Fi, etc.).

By Venue Operations Centre (VOC) Personnel are intended: CAF and Zonal Safety and Security Officers, Police Commanders, Fire Service Commanders, stewards' coordinator, private security guard's coordinator, emergency service representatives, medical representatives and other agencies having a role on the safety and security operations on the match day. For operational reasons, all the above subjects are compulsory required to be seated in the VOC.

IV. Organization of Venue Safety and Security Meeting

a. Composition of venue safety and Security Team

- Police
- Ticketing agency
- Fire Service
- Event organizer/Host
- Private Security Representative
- Stadium Management
- City Council
- Emergency Services
- ETC depending on the scale of the operations.

b. Importance of venue safety and security meeting

The importance of organizing a regular venue safety and security meeting is key to the successful delivery of all safety and security operational requirements. Safety and Security Officers are therefore encouraged to ensure that they meet with their respective venue teams to review and plan for the scheduled football matches ahead of time – often and always.

These meetings – which are often referred to as the safety and security stakeholders’ meetings – are specifically called to look at all aspects relating to the operations and organization of the football match. The composition of the meeting varies from country to country but what is constant is that everyone that has a role to play in the provision of safety and security services as well as those whose action or inaction can affect the safety and security operations are invited to the meeting. These sittings are different from all other organizational meeting because are held strictly for safety and security operational matters.

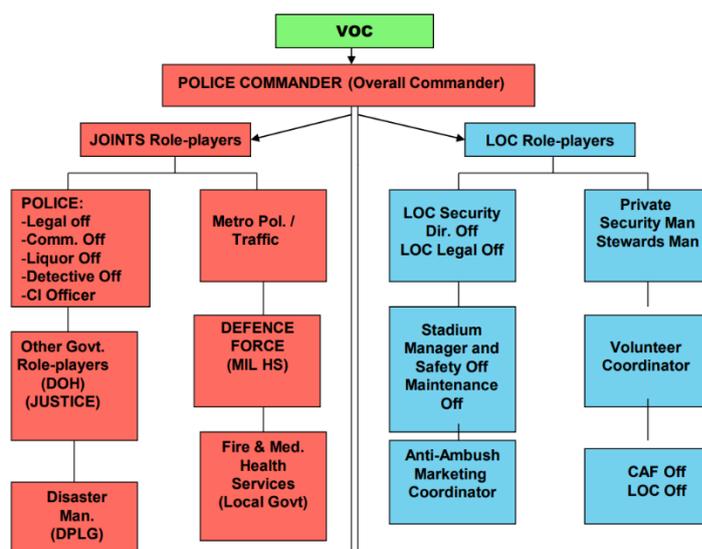
c. Match Day -2 Safety and Security Meeting

This meeting is a mandatory requirement set by CAF. It shall be organized by all Safety and Security Officers by inviting the Safety and Security operational Commanders. When a CAF Safety and Security Officer is appointed, he or she will require the NSSO or Club SSO to facilitate the organization of this key and very important sitting.

The following issues shall be discussed during the meeting:

- Actual ticket sales
- Expected number of spectators
- Fire Service plan
- Emergency Services plan
- Time for gate opening
- Time for personnel deployment
- Arrival and briefing times for all security agencies
- Expected VVIPs
- Traffic/Route plan for the teams and Officials
- Contingency plans.

d. Integrated safety and security operations



V. Stewards

a. Introduction to steward's services

Stewards shall be deployed to act as first responders.

They shall be supported by private security guards and the Police when necessary to ensure the safety of the public and the match participants, within the stadium, as well as its surrounding environments.

b. Basic Duties of Stewards

- ✓ To be a first point of contact for information and assistance.
- ✓ To carry out safety checks.
- ✓ To fill key positions around the stadium and ensure that all entry and exit points always remain unobstructed.
- ✓ To control or direct spectators who are entering or leaving the stadium.
- ✓ To monitor the crowd and recognize crowd issues, including overcrowding.
- ✓ To ensure spectators access and remain in the correct area as indicated on their tickets.
- ✓ To respond to emergencies, raise the alarm and take the necessary immediate action.
- ✓ To provide basic emergency first aid or call for qualified medical assistance.
- ✓ To undertake specific duties in an emergency, for example during an evacuation.
- ✓ To assist the emergency services as required.

c. Special Duties of Stewards

- ✓ Ticket validation at the turnstiles (subject to ticketing plans).
- ✓ Search and screening for prohibited items.
- ✓ Accreditation checks and refusal of access.
- ✓ Protecting players, Officials and VIPs including pitch protection.
- ✓ Removing (“ejecting”) individuals from the stadium including use of physical force.

VI. Access Control Devices

a. Access Boards

The access board contains all detailed information about what is needed for someone to access the area or zone where it is displayed. The access board must be displayed wherever an accreditation is required and requested. The access board also aids the work of the stewards as it serves as a guide to help clearly indicating the access rights of the various persons in the specific zones within the stadium.

It is recommended that for every football match, the Safety and Security Officer must endeavour to make sure that the access board is put at the right entry places to aid the work of the Security Team that are responsible for Access Management and Control.

b. Accreditation and its zones

This is an access device issued by CAF or a Match Organizer to grant access to holders to designated zones within the stadium, access-controlled areas or part thereof.

All holders are required to always wear their respective accreditation as no unauthorized persons should be allowed to access designated areas without an accreditation.

NB: The misuse of the accreditation is not acceptable, and the accreditation is not transferable. The accreditation will be confiscated from the bearer if it is not his.

NB: Bibs, wristbands, uniforms, etc. are other tools that could be used to access certain areas in a stadium upon common agreement between all concerned parties and the organizer. CAF approval is mandatory and a pre-requisite in any CAF major tournament or final match.

❖ SAD

On match days, supplementary accreditation devices (SADs) may be deployed to further restrict access to key zones such as zones 1 and 2. It is recommended that signs are put up at all entry points on MD-1 of the various stadium zones showing which passes are valid for entry.

NB: A particular attention shall be taken to ALL ACCESS (AA) SAD distribution.

❖ Zones

Stadiums used during CAF matches/competitions are designated ten zones, which are designed to control access to restricted areas and areas of work for those with accreditation. The designated zones will be indicated on accreditation passes. Only the persons with the correct accreditation showing a designated zone number may be allowed to enter that zone.

Zones	Description	Areas
1	Field of Play Pitch	Pitch, Tunnel Access, Sub. Benches, 4th Official Bench, Photographers Pitch Position and Broadcasting Pitch Positions
2	Competition Areas	Dressing Rooms, Referees Room, Medical Room, CAF Offices, Doping Control Room and Corridors
3	Public Areas	Public Toilet, Public Point of Sale, First Aid, Commercial and Host Cities Displays, Police, Stewarding, Emergency Medical, Ceremonies Areas and Volunteer Centre
4	Operation Areas	CAF Offices, LOC Offices, CAF Storage and Venue Operation Centre
5	VIP Area	VIP/VVIP Hospitality Area
6	Media Tribune	Media Tribune Seats, Commentary Positions, Mixed Zone and Press Conference
7	Media Centre	Media Working Area, Media Catering Area, Photographers and Media Services
8	Broadcast Area	Camera Platforms, Flash Interview Area, Announce Platforms and VIP Interview
9	Hospitality Area	Commercial Hospitality, Commercial Affiliates and Hospitality Lounge
10	Official Hotels	Teams Hotels, Referee Hotels and CAF Official Hotels

c. Teams and Officials

All team players, team officials and CAF Officials shall be accredited appropriately.

When going to training session and the stadium, players and team officials must wear the accreditation before boarding the team bus.

It is also strongly recommended for team members to wear the accreditation during non-match days to be easily identifiable in case of an emergency.

d. Media

Media personnel must be accredited properly to have access to their designated areas.

The media personnel shall use the dedicated gate for media at the stadium and at training sites.

e. Operational Staff

Staff need to be trained, briefed, and supervised on how to use the accreditation.

There is no exception for any staff who are not accredited appropriately to access a restricted zone which is not part of their duties.

f. Tickets

Spectators' entry into the stadium shall be granted based on ticket presentation by the spectator. It is forbidden under this Handbook for spectators to be allowed to access the stadium without tickets. All spectators must present the valid match ticket before they can be granted access into the stadium. No access shall be granted to spectators without the use of tickets.

There shall be no ticket sales within and around the stadium on match day. Ticket sales shall be strictly prohibited to be sold around the stadium vicinity on match day.

VII. Risk Assessment

a. DIM-ICE Model

The DIM-ICE risk model was developed from the analysis of accidents and incidents that occurred around the world. Understanding the design (D) limitations (capacity, throughput), the information (social media, signage, PA announcements, news) elements and the management (M) systems (processes and procedures) are key to understanding how to influence crowd behaviour in places of public assembly.

Event phases, influences, and modes of behaviour

We define an event in phases, influences, and modes:

- ❖ Three primary phases of crowd behaviour - Ingress, Circulation and Egress.
- ❖ Three primary influences on crowd behaviour - Design, Information and Management.
- ❖ Two primary modes of crowd behaviour - Normal and Emergency.

Normal	Ingress	Circulation	Egress
Design			
Information			
Management			

Emergency	Ingress	Circulation	Egress
Design			
Information			
Management			

VIII. Safety and Security Officers Code of Conduct

1. Adult Code of conduct

As an adult working in football – whether as staff, member of the Local Organizing Committee or a volunteer, you have a responsibility to ensure that everyone attending CAF activities, particularly women, minors, and vulnerable adults, are protected from harm. Additionally, you have a duty to nurture an environment of dialogue and mutual respect.

The Safety and Security Officer shall ensure below conducts or behaviours are applied all along any CAF events as stipulated by Safeguarding regulations in force:

- Encourage everyone to play by the rules.
- Cooperate with, and show appreciation and respect to other staff, coaches, referees, volunteers, players & all Match Officials.
- Respect the rights, dignity and worth of everyone without discrimination on account of age, race, skin colour, gender identity, sexual orientation, disability, language, religion, political opinion, etc. Praise effort and participation instead of focusing on performance and results only.
- Accept decisions made by Match Officials and behave responsibly on the side-lines.
- Inform coordinators if anyone has been harmed, ill or hurt.
- Always report any concern of poor practice or abuse immediately to a designated Safeguarding Officer and or to the following email caf.safeguarding@cafonline.com

The Safety and Security Officer shall never adopt below conducts or behaviours all along any CAF events as stipulated in Safeguarding regulations in force:

- Use aggressive or abusive language nor display bullying behaviours with anyone.
 - Engage in any relationship with anyone who is an abuse of trust or power.
 - Use inappropriate language in any medium or use foul, racist, homophobic, or other discriminatory slurs.
-
- Engage in any unsolicited sexual relationships or inappropriate touches with anyone, including making sexually suggestive comments.
 - Assault others or do hurtful things on purpose, such as: using mean / inappropriate words to upset, spread rumours about others; or excluding someone on purpose.
 - Use social media in a way that negatively impacts someone's reputation – e.g., posting distressing comments or photos on social media platforms (i.e. Instagram, Facebook, Snapchat or X, etc.) with the purpose of hurting or upsetting someone.

NB: Failure to abide by this Code of Conduct will result in appropriate action being taken. This may mean your removal from the activity/event for a period whilst an investigation is taking place and may result in disciplinary and/or legal action.

2. Professional Conduct

The Safety and Security Officer must display exemplary qualities and skills allowing to fully carry out his/her tasks during a football match. He/she must therefore adopt a model code of conduct when on duty. The Safety and Security Officer is expected to exemplify the following qualities while on duty:

Attentiveness	Enforcer of rules	Proactive	Subject expert
Observant	Communicative	Coach	On time / Punctual
Decision maker	Problem solver	Helpful	Team player

While on duty, the Safety and Security Officer is expected to dress professionally in line with the organization guidelines. CAF Safety and Security Officers are expected to wear their uniforms during all official meetings and engagements once assigned for a mission.

NB: CAF Safety and Security Officers are given uniforms during AFCON tournaments, and they are obligated to wear them throughout official games and CAF ceremonies.

3. Communication

❖ Interaction with the media

The Safety and Security Officer has no right to communicate to the media or to grant any media interview on behalf of CAF. He can only address the media upon receiving clearance from CAF Safety and Security department.

NB: Regardless of whether the Safety and Security Officer is on duty or not, this restriction must always be adhered to. Please first get in touch with CAF Safety and Security department and send a mail to: security@cafonline.com before honouring any media interview that relates to your work with CAF.

❖ Interaction with authorities

CAF Safety and Security department is in charge to liaise with the Host Country Authorities during final tournaments, final matches and matches classified as High-risk matches.

NB: Any matters that could not be resolved at the venue level which is considered as high level by the Safety and Security Officer, should be reported immediately to the CAF Safety and Security department.

4. Social Media Use

The use of social media should receive special attention. Making comments on behalf of CAF on any social media platform is highly prohibited and could lead to disciplinary cases against erring officers. Publishing and sharing photos or videos on social media without CAF authorization may also lead to a disciplinary action being taken by CAF.

5. Report and Documentation

The timely submission of written reports is one of the fundamental responsibilities of a Safety and Security Officer. Adequately observing and documenting safety & security issues is highly recommended. Reports including the adequate documentation of all observed actions should be immediately transmitted to CAF Safety and Security department by the assigned CAF Safety and Security officers.

6. Reporting Misconducts

Whereas you have an honest and reasonable suspicion that a malpractice/wrongdoing related to the organization or its Administration:

- has occurred, is occurring, or is likely to occur; and
- is serious/substantially true; and
- you are not making a disclosure for personal gain.

then you shall report such information immediately to either:

- whistleblowing@cafonline.com or
- CAF Compliance which can be reached in-person at CAF Headquarter or via email at compliance@cafonline.com.

The responsible person will contact the whistleblower without delay to acknowledge receipt of their concerns and give guidance on the next steps.

If you raise a genuine concern (provided that you are acting in good faith), you will not be at risk of losing your job or suffer any adverse consequences such as reprisal or victimisation. This assurance shall not be extended to those who maliciously raise a matter they know is untrue. CAF protects the confidentiality of any claim & guarantees anonymity where relevant and possible.

Misconducts include:

- Corruption or Bribery.
- Abuse of power.
- Harassment.
- Data breach.
- Any other unethical behaviours involving CAF team members that are being inappropriately concealed and that may harm CAF's reputation.

i. Sexual Harassment

Safety and Security Officers are to be mindful of their conduct around the opposite sex especially around colleagues and other support staff, including hotel personnel and volunteers. CAF will not tolerate any act of sexual harassment from any officer that is assigned on a CAF mission. Such acts - if reported - will be investigated thoroughly and may lead to immediate disengagement of the services of the officer if found guilty.

ii. Verbal Abuse and Abuse of Power

Safety and Security Officers shall be mindful of their use of language and tones in communication as to not to come across as been verbally abusive. They shall refrain from abusing anyone on duty. The CSSO should also be mindful not to abuse the use of his power. All members of the team must be respected, as such officers shall be able to provide support at all times without belittling anyone.

iii. Alcohol and Substance Abuse

While on duty, the Safety and Security Officer shall refrain from the consumption of alcohol and use of any substances that can affect their judgement including hard drugs other substances that could affect their performance and judgements. CAF shall not hesitate to deal decisively with any officer that is found taking alcohol while on duty or any other substances that could impair his or her judgement.

IX. List of Prohibited Items

- | | |
|---|---|
|  Fireworks, pyrotechnics |  Professional cameras with a detachable lens, video cameras or other recording equipment |
|  Laser pointers |  Banners, signs or flags of discriminatory, offensive or politically motivated nature |
|  Sharp objects of any kind |  Large umbrellas, strollers (<u>prams</u>) |
|  Weapons |  Balls of any kind including full-sized footballs. |
|  Lighters/matches |  Any sort of animals |
|  Cigarettes (smoking) |  Narcotics or stimulants |
|  Glass bottles | |
|  Alcoholic beverages and narcotics of any kind | |
| |  <i>Any other object which could compromise public safety and/or harm the reputation of the event as assessed at the sole discretion of the local authorities and the Club / LOC.</i> |
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| |  |

X. Stadium Safety Certificate

It is mandatory for all Safety and Security Officers from club to Continental level to acknowledge receiving a copy of the Safety Certificate of the stadium of which they are superintending over. This will help the Officers in many ways as it will grant them the opportunity to confirm that the stadium is safe for use and certified as such.

The stadium Safety Certificate shall not be older than two (2) years from its issuance date.

