



**LIVING THE FOOTBALL  
SPIRIT AND OUR PRIDE**

# **EFA ANNUAL REPORT 2024/2025**



## ANNUAL REPORT 2025





**One would to commence this statement by expressing a note of humility at being one of the recipients of His majesty The King Mswati III to appreciate the developments made in football infrastructure by touring the recently constructed Mkhuzweni and Kalanga technical centres. We were extremely humbled and honoured and undividedly express our superlative gratitude.**

One other most outstanding business done in the recently ended year is when EFA and her full complement of members converged on a number of occasions to review and usher in an improved legal framework of the EFA Statutes to govern all of the football business and setting up governance structures envisaged to be following contemporary times.

This also included the establishment of an inaugural Electoral Code, to govern elections of the EFA and her member associations, including independent committees.

It is important to note that in the past period of the EFA Executive Committee is the unsurpassed hosting and participation in international football development activities and events, including, and most decisively, the introduction of new technologies into the governance of the game of football under our auspices.

Building from a year when we hosted twelve (12) countries in an international football tournament carrying not only a regional but a continental significance, the association seemed to have obtained an

impetus to implement critical international competitions and events. This has been a phenomenal feat that will be etched in the football history books particularly due to its impact towards the football, sporting and socio-economic development of the country and has surely enhanced the standing and hosting competency of the country regionally and continentally.



*It is therefore, EFA's duty to ensure that not only that football engages with football competitions or tournaments from all corners of the country, but also that football provides opportunities to everyone's sphere of life.*

The return of the Somhlolo national stadium is not only a panacea to address financial constraints but also is a great stride towards the reestablishment of all international football performance and commercial properties that had otherwise been diminished as a result of having to host our international football matches outside the borders of Eswatini for a period of four years now. We pay gratitude to the Government of the Kingdom of Eswatini for the provision of the requisite budget to address the state of the stadium to comply with international standards. We will now reunite with our football fans, in which surely will bring a great push to the performance of our most revered national team.

The 2024/2025 as a football season, exhibited the football ecosystem return into the addition of competitions of a football

calendar with fully fledged competitions across all levels of the game from national to regional.

After the successful development and introduction, the EFA Strategy 2023 – 2026 and the EFA Women Football Strategy 2023 to 2026, it was important for EFA to start work earnestly to assure the improvement of the whole nature of the game. In this regard, as it is our conviction that women football, in its entirety cannot be left behind, the executive committee caused for the convergence of critical stakeholders to look into some interventions that could be practical to aid the consolidation of the foundations for the development of the women's game, which still has some challenges to assure a sound women football players development pathway. We are ecstatic as a governing body of football that the basis for the interventions have now been developed with the pertinent bodies in the implementation of the development programmes and activities of the game of football now left with the task of putting into operation most of the articulated and well documented interventions.

The above interventions are also expected to reap from and also by a magnified extension benefit and also contribute to the FIFA Talent Development Scheme (TDS) programme in the country, which will assist in the consolidation of football talent countrywide in a decisive contributory effort to the generation of a better group of elite players to grace our elite leagues and national teams. We are at this point very hopeful to make significant headways into a better future of the women's game.

As had promised at the instance of the convergence of the ordinary general assembly of the EFA in 2023, the association

did call for a summit to discuss a national teams' strategy, a foundation of which will assure a consolidated implementation of national teams' activities and national teams' development programmes, to provide the desired positive results internationally. The organization has already started to assimilate some of the interventions deliberated at such a summit in various areas.

Infrastructure development continues to be at the heart of the foundation for the provision of a uniform platform for good quality facilities upon which elite football players can be engineered, whilst also providing complementary commercial opportunities. Facilities are rated as one of the important requirements for the realization of top-quality players hence EFA's ambitious drive to ensure that all the regions of the country are entitled to at least one such multipurpose facility from which the governance, administration, development and commercial exploitation can be practiced.

As we enter the 2025/2026 season, we are looking at now focusing towards the Manzini region to have a full-scale implementation of a technical centre that will extend the magnitude of facilities for the governance, competitions practice and development of the game of football. We are therefore full of ambition and vigor to upscale the



standards and performance of our sport, as we observe the great room that exists for improvement in all areas. We are already in a process of reviewing and establishing various synchronized strategic intents that will guide the business implementation and performance in the next few years. We are committed to ensure that our matches

and competitions are safe and healthy and compliance with the universally accepted standards.

**“It is imperative that we continue to drive through the artificial and natural hurdles to accord a safe and rewarding environment for all in our revered sport.”**





**Integration into the universality of the contemporary football business standards is now no longer an option but an obligation, particularly if we have to remain relevant to the industry in its current and envisaged prospective configurations.**



**Icing on its unifying power and myriad of opportunities presented for people who are touched by the game of football, football economics as an exertion, has become more important than ever. The need for survival in an ever increasing complexity in the environment within which football thrives is now a genetic component.**

Whilst the general football business normally characterized, in the eyes of many, by the successful implementation and realization of competitions throughout the season, the organization has reviewed some of its governance excellence systems, more especially relating to technological advancements. At the top of the pile in the period under scrutiny, is first going to the basics to ensure that the basics are relevant too, as a foundation and basis for such technological assimilations, which in their nature are tortuous. In the basics, we had to revamp and reorganize our website to build capacity, relevance and plausibility to attract commercialization strategies, even of the minutest opportunity. The website

can now link to the various stakeholders of our game, including links to provide first-hand experience of the significant matches by our senior national teams in the major continental and global competitions.

Secondly, we have committed to rise through the teething challenges of capturing our football game product and showcasing it to the global audience through the FIFA+ platform, a platform that started showing our selected domestic football matches in the 2023/2024 season. In the 2024/2025 season a wider selection of matches were covered where at least two matches were streamed live across millions of digital viewers across the globe.

The launch sponsorships partnerships, branding initiatives at international matches and of the national teams' replicas seek to magnify the opportunities of the commercialization of the game of football, presenting opportunities for brand visibility for many. In this vein we are gradually harnessing partnerships that could provide synergy with our normal football business in a way that will assure the increased commercialization works. Greater work lies ahead.

We have to ensure that all of our practitioners are provided with a safe and secure environment, including the implementation of aggressive safeguarding, and safety and security measures for our events, activities and competitions, which can aid to translate to greater holistic rewards to those who are participants and those that consume the game in various forms. As we look ahead to yet another year, we have to enshrine into our institution, the to populate the strategic pillar of prosperity and responsibility as we also look to contribute to the wider global goals for human development.

The launch of new football development programmes, particularly the FIFA Football for Schools Programme, the magnification of the FIFA Talent Scheme and the CAF African Schools Football Championships is only the right trajectory towards a better performance prospectively.

Great work and efforts are needed though, to realize the dreams of better elite domestic football that will help drive an incline in international football performance. In this regard, the recently introduced or launched programmes have to be intensified and magnified to cover all areas and a greater investment towards their course is critical to ensure their envisioned objectives are attained in the short, medium and long-term.

The current performance of one of our leading women referees, Letticia Viana and in particular in the new technology of Video Assistance Referees is an inspiration to not the present contingent and aspiring elite referees but to the whole continuum of football development. Her surgency to the bigger stages of not only women football but also venturing into the men's game shows the great potential the country has prospectively.



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# THE YEAR 2024/2025 IN HIGHLIGHT

## Visit by His Majesty King Mswati III to the Mkhuzweni and Kalanga Technical Centres



EFA were extremely humbled by His Majesty King Mswati III, at the instance of the Annual Marula celebrations and as part of touring facilities developed in the vicinity areas, toured the Mkhuzweni and Kalanga Technical Centres, in the period of March 2025, respectively. As part of the preparations for the visits, some refurbishment works had to be done in both facilities, including painting, repairs and general cleanliness of the facilities.

## Enhancement of football governance frameworks through the review of its principal legal document, “The EFA Statutes and EFA Electoral Code”

EFA and her full complement of members converged on a number of occasions to review and usher in an improve legal framework of the EFA Statutes to govern all of the football business and setting up

governance structures envisaged to be following contemporary times. This also included the establishment of an inaugural Electoral Code, to govern elections of the EFA and her member associations, including independent committees.

## Eswatini, as the First country in the African Football Confederation (CAF) to implement the “Safe Stadium Initiative” Training for Safety and Security Officers for Domestic Football Competitions and events

The CAF Safety and Security Workshop was conducted by the CAF Safety and Security department with coordination with Eswatini Football Association, from 16th – 18th July 2024 at the Bethel Court, Ezulwini. This was the first Safety and Security workshop in Eswatini and in the African continent under the “Safe Stadium Initiative Programme” recently established by CAF Safety and Security department. It was attended by 40 participants from various local clubs from the Premier League of Eswatini, First Division, Eswatini Football Association and the State Police. It was officially opened by the EFA Vice President and in closing, it was graced by the CAF Head of Safety and Security Department.





## Revival of the Grassroots Football programmes

EFA successfully hosted a Grassroots Football programme at Madlangempisi Inkhundla, where grassroots coaches, mostly affiliated to the Sakhelene programme sponsored by the Royal Eswatini Sugar Corporation (RES) participated. This programme extended to all parts of the country in an effort to establish a good foundation for football development.

## EFA commits to create a safe and secure environment for her participants and stakeholders through the FIFA Diploma in Safeguarding Course

Executive Committee Member, Mr. Sicelo Nene, who also chairs the Youth Committee was selected by FIFA to undergo training in Safeguarding in a Diploma Course comprising of five (5) modules, four (4) of which were conducted online and the last module was physical. Mr. Nene has already concluded his training and is now armed with the FIFA Diploma and joins the group of the first two (2) FIFA Diploma Holders in Safeguarding to assist to implement a holistic approach to Safeguarding under the auspices of EFA.



## The EFA as a responsible Corporate Social citizen



The Eswatini Football Association (EFA) participated for the first time in the Career Fair Event that was hosted by Waterford Kamhlaba UWCSA on the 24th July 2024 and this July 2025. A total 24 organizations were part of this event. Students from different schools in the country were visiting stalls of these organizations as they were informed about the available career opportunities that can be possible in the future for these children in the companies and the respective industries. This initiative benefited the EFA as it was an eye opener to the students in as far as the career opportunities in the football. A prospecting platform for future human resources for football was availed. By being part of this initiative, the brand image of the organization and the sport in general was also enhanced.

## EFA building collaborations and productive partnerships to enhance the development and performance of the game

As an effort of generating revenue for the EFA, the new Senior Men's National Team's replicas were sold in three (3) retail outlets (The Century Fashions in Mbabane, African Heritage in Matsapha, and Mr. Matata at Moneni in Manzini). As an effort to increase sales, a rapport has been established with

All Out which is an organization in the tourism industry where-by referrals are made in as far as the sales of the replicas are concerned.

In that way, the EFA brand end up having footprints in the global market. The was also direct interest from the international market, as the global market contacted the EFA through the social media platforms on its interest of the purchasing the replicas.



### **Enhancement of the football brand visibility and commercialization towards laying a prosperity foundation through technological advancements**

In a strategic and deliberate drive towards laying prosperity in commercialization and brand visibility, EFA, extending to the already existing and functional platforms, was active in the social media platforms (Facebook, Twitter, and Tik Tok).

The social media platforms were not only for the sharing of content to the public and stakeholders; but was also a very useful resource in terms of creating a good foundation for brand visibility and commercialization of the diverse football products, as the international community utilized these platforms whenever they were interested in purchasing the national team replicas and when they wanted to attend the local matches as part of their touring initiatives.

The above have augmented to revenues generated from marketing activities in the period under review.



### **Eswatini Football Association and FIFA+ delivered on the commitment to bringing live domestic football matches to global football audiences.**

The FIFA+ Project implementation has already commenced in the MTN Premier League matches. These matches were on weekly basis through the MTN League, where a selection of two matches per week for coverage and streaming into the FIFA+ Platform was implemented. The FIFA+ Project, which had been punctuated by a few teething matters came back in full in the 2024/2025 season.

At this moment, the office will wait for the production of the calendar of league and competitions matches for the new 2025/2026 season.

### **CAF/COSAFA Women in Leadership Programme continues to build a strong network of women leaders, that can mentor and support the next generation in their countries and beyond.**



The fifth edition of the COSAFA Women in Football Leadership Programme, saw three more women graduate in; Hlobile Vilakati, Buyisile Shongwe Makhosazane Mabuza. This is a 5 months programme with the following intents:

- Strengthen women's ability to lead in the world of football
- Prepare them to make an impact on the state of football in their countries, footballing region or organization and adding value to their organization
- Nurture them as future leaders in football with an open business mind-set that embraces diversity and integrity
- Enable participants to develop a project to take back to their organizations.

### **CAF Women Champions League | COSAFA Qualifiers**

Young Buffaloes Ladies FC, who by virtue of being champions of the domestic women national league participated in the third edition of the CAF CL 2024, which was hosted in Blantyre, Malawi from the 15th to 24th August 2024.

They qualified for the semi-finals of the competition, where they lost to eventual champions, Western Cape University, from South Africa.

### **EFA continues to subsidize the football business of its member associations through direct Disbursement of Grants**

EFA has, continued with her deliberate strategy to aid in the wider football community. The amount is provided as a subsidy to the member associations' needs

in the prescribed areas of: Governance and administration; Competitions management; Youth football development; Licensing activities and other development activities. The grants are over and above other initiatives and programmes that benefit member associations in the practice of the business of football. The basic funding of E3 million is now populated by the various other programmes that EFA finances that directly benefit the member associations bringing the subsidy to its members to even greater monetary figures. The infrastructure that is constructed at the various regions remains in the administration of the region, thereby presenting the respective regional football association with additional avenues for economic growth and sustenance.

### **FIFA Football For Schools Programme Launch in Eswatini, 2nd to 4th September 2024**

EFA in conjunction with the FIFA Department responsible for the FIFA Football For Schools (F4S) Programme, successfully launched the programme in Eswatini from the 2nd to 4th September 2024.

The above follows a successful engagement with the Ministry of Education and Training and the Ministry of Sports, where a commitment was undertaken by the Education Ministry to have the programme implemented in schools.

A pilot of 20 schools participated in the programme, with a review to be done after a year to measure the progress, with the possibility of an expansion of the programme to more schools around the country.

## Enhancement of football governance frameworks through the review of its principal legal document, “The EFA Statutes and EFA Electoral Code”

EFA now has a new EFA Statutes 2025 and an Electoral Code 2025, which came into force on the 22nd June 2025. EFA and her full complement of members converged on a number of occasions to review and usher in an improve legal framework of the EFA Statutes to govern all of the football business and setting up governance structures envisaged to be following contemporary times.

This was initiated by FIFA, as a governing body of global football, where governance matters have always been principal, including and more importantly compliance to modern governance standards. The statutes, therefore are the backbone of a member association.

This convention of the EFA members also included the establishment of an inaugural Electoral Code, to govern elections of the EFA and her member associations, including independent committees.

### Women Football Practice Improvement Interventions

At the top of the governance obligations and need and in compliance with the decision of the EFA Executive Committee’s strategic intents, the meeting of the TDC, WFA, WFC and Technical department was hosted on two occasions; on the 9th November 2024 and on the 6th December 2024.

The following topics were put into discussion with the aim to look at interventions that



could be done to improve the practice of women football in the country, as a whole:

- Women Football National Team Performance
- Women Football Competitions and Development Programmes
- Women Football Clubs and their Governance
- General standards of women football in the country

Whilst a detailed report, as directed by the Executive Committee is to be tabled at the next Executive Committee Meeting, the following were discussed in summary and as interventions to the plight of the women’s game under the auspices of EFA.

### Observations and Challenges in Summary

- General observation of low standards in the practice of the women football game hence the low competitiveness observed internationally;
- Ignorance on women football structures (roles and responsibilities of all those involved in women football);
  - Working relations between bodies involved in women football (existence of negative attitudes, personalities, egos, etc.) affecting the practice of the game;
  - Inadequate flow of communication or information of women football programmes and/or activities;



- Inadequate competitions
- Lack of junior competitions
- Low competitiveness even in existing women league
- Disparity in competitiveness in the existing league
- Women football players generally not competent for international football
- Low standards at women football clubs
- Challenges of culture on the availability of women football players
- Poor women football development
- Low incidence of new women football players
- Absence of regular training of players in women football
- There are generally some good women football development programmes and strategies developed, however, they are not or poorly implemented, not monitored and not evaluated

### Possible Solutions

- Capacity building of Women football Governance;
- Collaborations of all EFA bodies involved in women football;
- Implementation of women football strategy 2023-2026, as it covered all the areas that have been viewed as deficient, including the solicitation of applicable resources to ensure its implementation;
- Review of existing league to induce competitiveness, such as promotion and relegation;
- Establishment of more competitions
- Establishment of women league and/or competitions countrywide
- Establishment of women junior leagues

- Exploit the opportunity of tertiary institutions
- Exploit the opportunity of schools' football
- Human Resource capacity Building in women football
- Introduction of club licensing
- Enforcement of the premier league clubs to have within their structures, as mandatory, a women football team, with minimum standards on investments that will assure the women teams are sustainable and train regularly.
- Synchronization of calendar of activities for women football

### EFA commits to create a safe and secure environment for her participants and stakeholders through the FIFA Diploma in Safeguarding Course

Executive Committee Member, Mr. Sicelo Nene, who also chairs the Youth Committee was selected by FIFA to undergo training in Safeguarding in a Diploma Course comprising of five (5) modules, four (4) of which were conducted online and the last module was physical. Mr. Nene has already concluded his training and is now armed with the FIFA Diploma and joins the group of the first two (2) FIFA Diploma Holders in Safeguarding to assist to implement a holistic approach to Safeguarding under the auspices of EFA.



## Eswatini becomes the first country in the African Confederation to host the CAF Safe Stadium Initiative

### Introduction

The CAF Safety and Security Workshop was conducted by the CAF Safety and Security department with coordination with Eswatini Football Association, from 16th – 18th July 2024 at the Bethel Court, Zulwini.

This was the first Safety and Security workshop in Eswatini and in the African continent under the “Safe Stadium Initiative Programme ” recently established by CAF Safety and Security department. It was attended by 40 participants from various local clubs from the Premier League of Eswatini, First Division, Eswatini Football Association and the State Police. It was officially opened by the EFA Vice President and in closing, it was graced by the CAF Head of Safety and Security Department.

### The Purpose

The purpose of the workshop was to train and develop all personnel that work in assuring and supporting the Safety and Security environment, to gain in-dept knowledge on the CAF Safety and Security Rules and Regulations and its significance in football and in sports across. This will help in improving the implementation of the Safety and Security measures and procedures in stadiums for international and domestic football competitions.

### Main Topics

The three (3) days’ workshop was conducted by 2 instructors from the CAF Headquarters, Mr Zakarihya Diabate (Egypt) and Mr Alan Khakame (Kenya). It was in-class lessons for

2 days and 1 day for practicals at Somhlolo National stadium.

#### Topics Covered for DAY 1:

- Challenges of Safety and Security in Africa
- CAF Safety and Security Rules & Regulations
- Responsibilities of the CSSO and collaboration with safety and security stakeholders
- Protecting players, officials and VVIPs
- Stewarding
- Accreditation and Access Control

#### Topics Covered for Day 2:

- Ticketing
- Determining and managing capacity
- Crowd Management
- Contingency and emergency planning
- Prohibited Items and Pyrotechnic
- Safety and security inspection (by video)

#### Topics covered for Day 3: Practical session at Somhlolo National Stadium

- Last Mile and public access to the stadium
- Barriers and queuing system
- Access board placement exercise
- Barriers and queuing design exercise





Our football competitions have increased to fill the gaps in the calendar of the football season including the emergence of new competitions and the general calendar of competitions across the country returning back to the normal period, an observation, which excited the football fans

## New competitions making inroads

One of the most exciting occurrences of the 2024/2025 football season has been the return of the traditional Trade Fair football competition, through the \*Bet Trade Fair Cup who in partnership with the Premier League of Eswatini was and will now be implemented during international trade fair period. The menu of competitions, other than the normal senior and national leagues included the resurrection of all regional and youth football which had been severely restricted to the verge of near oblivion in some parts, as a result of the Covid-19 pandemic. The return of football at all levels meant the football spirit had been fully resurrected.

## Regional Super Leagues and promotion to the National First Division League

The four (4) Regional Super Leagues have successfully concluded their 2023/2024 football season, and the following football clubs have been promoted to the National First Division League for the 2024/2025 football season:

- Hhohho : Msumphe Manchester FC
- Manzini : Stumbo XI FC
- Lubombo : Usutu Liverpool FC
- Shiselweni : Nkwene Sundowns FC

## Premier League of Eswatini (PLE) Competitions

Over and above the MTN Premier League and the National First Division League, both sponsored by MTN Eswatini which were in implementation in the recently concluded season of 2024/2025 season, there was the introduction of the 8Bet Trade Fair Cup, as a season opener, during the normal International Trade Fair period.

Young Buffaloes FC were crowned the winners of the first Edition.

Nsingizini Hotspurs FC were crowned the Champions of the Premier League, earning a qualification to the CAF Champions League. Royal Leopards FC were crowned champions of the Ingwenyama Cup earning a qualification to the CAF Confederation Cup.

On the other hand, Malanti Chiefs FC were crowned the champions of the National First Division league gained promotion to the Premier League.

## U15 Boys and Girls Schools Competitions

On the juniors or youth football levels, for both boys and girls competitions, through the introduction of the FIFA Football for Schools Programme (F4S) and the CAF African Schools Football Competitions;

saw the collaborations of EFA with various schools in the country for the establishment of age category competitions for U15 Boys and U15 Girls, from which talented players are selected to feed the FIFA Talent Development Scheme Programme (TDFS) and a selection of the national team for schools that participates at the now annual CAF African Schools Football Tournaments.

This development of new competitions at the youth levels also seeks to alleviate the shortage of players for the junior national teams and also breed new prospective players for our senior teams and elite football. These are implemented with both the Primary and High Schools.

## EFA PC Systems Schools U19 Girls Football Competition

EFA has successfully managed to secure a partnership with PC Systems where they will cater for the Prize monies for the Schools U19 Girls Development Programme, which is a programme towards the development of women football at the grassroots levels, where collaborations with schools have been established.

PC Systems will cover the Prize Monies to a value of E51,000 per year for an initial period up to 2027.



**2024 saw a surge in opportunities through football for people across the societal dominion. At the height of such competitions football saw the introduction of the CAF African Schools Football Championships, where both boys and girls participate in a CAF Zonal Qualifier at the U15 age category.**

## **Senior Men's National Team almost on the verge of qualification to the CHAN Finals**

The senior men's national team missed qualification on the final round of qualification, after narrowly losing to Madagascar (1-2) on aggregate; after having defeated and eliminated Zimbabwe in the second round with a (4-0) aggregate. This was by far the greatest achievement of the national team in this competition in years.

## **CAF U15 Boys and Girls African Schools Football Championship, Walvis Bay, Namibia, 11th – 13th October 2024**

Eswatini participated in the second edition of the CAF African Schools Football Championships that were hosted in Walvis Bay, in Namibia from 11th to 13th October 2024.

In the U15 Boys Section, Eswatini qualified to play the semi-finals and lost (0-1) against Zambia. In the group stages they drew against Angola (1-1); won against Zimbabwe (1-0) and against South Africa (0-4) to finish second in the group and qualify for the semi-finals.

In the U15 Girls Section, Eswatini missed qualification on goal difference against Zimbabwe. In group stages they won against Angola (5-0); drew against Zimbabwe (1-1) and lost against South Africa to finish tied with Zimbabwe, however, losing out

qualification to the semi-finals on goal difference.

The two U15 national teams have now formed a good base for the development of competitive future national teams, with continuous training and nurturing of the individual players already in progression with the TDS Centres, to avoid halting their continued development.

## **CAF Confederations Cup 2024/2025, Preliminary Phase**

Nsingizini Hotspurs FC participated and got eliminated in the First Round of the Preliminary Phase of the CAF CC 2024/2025 against Stellenbosch FC of South Africa, where they lost by an aggregate of (0-8). This follows that they lost the first leg (0-3) and the second leg (0-5).

## **CAF Champions League 2024/2025, Preliminary Phase**

Mbabane Swallows Football Club successfully qualified to the second round of the Preliminary phase of the CAF CL 2024/2025 after defeating Ferroviario da Beira, of Mozambique by an aggregate score of (1-0). This was after they had won the first leg (1-0) and drew the second leg (0-0).

In the Second Round, they however, got eliminated by Mamelodi Sundowns of South Africa (0-8). This after they lost both legs by (0-4).



## CAF Women Champions League | COSAFA Qualifiers

Young Buffaloes Ladies FC, who by virtue of being champions of the domestic women national league participated in the third edition of the CAF CL 2024, which was hosted in Blantyre, Malawi from the 15th to 24th August 2024.

They qualified for the semi-finals of the competition, where they lost to eventual champions, Western Cape University, from South Africa.



## Women AFCON Qualifiers

The senior women national team played two matches against Namibia in the first round of the Women AFCON 2026 Qualifiers on the 21st February 2025 and 25th February 2025, home and away respectively.

The women national team unfortunately lost both matches thus eliminated from the qualifiers, with the matches played on a knock-out format.

It must also be noted that the home match was exclusively hosted at the Somhlolo national stadium.



The performance of the various national teams has been tabulated:

#### SENIOR NATIONAL TEAM –MEN (SIHLANGU)

NO	DATE	MATCH	VENUE	RESULT	SCORE	COMPETITION
1	26/06/24	Eswatini vs Botswana	Port Elizabeth	Draw	0-0	COSAFA
2	29/06/24	Eswatini vs Mozambique	Port Elizabeth	Draw	0-0	COSAFA
3	02/07/24	Eswatini vs South Africa	Port Elizabeth	Loss	0-1	COSAFA
4	05/09/24	Guinea Bissau vs Eswatini	Guinea Bissau	Loss	1-0	AFCOY qualifiers
5	10/09/24	Eswatini vs Mali	Nelspruit	Loss	0-1	AFCOY qualifiers
6	11/10/24	Mozambique vs Eswatini	Maputo	Draw	1-1	AFCOY qualifiers
7	14/10/24	Eswatini vs Mozambique	Nelspruit	Loss	0-3	AFCOY qualifiers
8	27/10/24	Zimbabwe vs Eswatini	Botswana	Win	0-3	CHAN
9	03/11/24	Eswatini vs Zimbabwe	Nelspruit	Win	1-0	CHAN
10	15/11/24	Eswatini vs Guinea Bissau	Nelspruit	Draw	1-1	AFCOY qualifiers
11	19/11/24	Mali vs Eswatini	Mali	Loss	6-0	AFCOY qualifiers
12	21/12/24	Eswatini vs Madagascar	Pretoria	Loss	0-2	CHAN
13	29/12/24	Madagascar vs Eswatini	Mauritius	Win	0-1	CHAN
14	21/03/25	Eswatini vs Cameroon	Nelspruit	Draw	0-0	World Cup Qualifiers
15	25/03/25	Eswatini vs Mauritius	Nelspruit	Draw	3-3	World Cup Qualifiers

#### SENIOR WOMEN NATIONAL TEAM

NO	DATE	MATCH	VENUE	RESULT	SCORE	COMPETITION
1	12/10/24	Eswatini vs Mozambique	Maputo	Loss	0-1	International friendly
2	13/10/24	Eswatini vs Mozambique	Maputo	Loss	1-2	International friendly
3	23/10/24	Eswatini vs Seychelles	RSA	Win	6-0	COSAFA
4	25/10/24	Eswatini vs South Africa	RSA	Loss	0-3	COSAFA
5	27/10/24	Eswatini vs Namibia	RSA	Loss	0-2	COSAFA
6	21/02/25	Eswatini vs Namibia	Somhlolo	Loss	0-3	World Cup Qualifiers
7	26/02/25	Namibia vs Eswatini	RSA	Loss	0-1	World Cup Qualifiers

**UNDER 20 NATIONAL TEAM -WOMEN**

NO	DATE	MATCH	VENUE	RESULT	SCORE	COMPETITION
1	21/06/25	Kempton academy vs Eswatini	Kempton park	win	0-3	International friendly
2	22/06/25	Eswatini vs Mozambique	Eswatini	Draw	2-2	International friendly
3	05/07/25	Eswatini vs Angola	Namibia	Loss	2-4	Region V games
4	07/07/25	Eswatini vs South africa	Namibia	Loss	0-3	Region V games
5	09/07/25	Eswatini vs Zambia	Namibia	Loss	0-8	Region V games

**UNDER 17 NATIONAL TEAM -WOMEN**

NO	DATE	MATCH	VENUE	RESULT	SCORE	COMPETITION
1	4 <sup>th</sup> Dec, 2024	Eswatini vs Lesotho	South Africa	Loss	0-6	COSAFA
2	7 <sup>th</sup> Dec, 2024	Mozambique vs Eswatini	South Africa	Loss	2-1	COSAFA
3	8 <sup>th</sup> Dec, 2024	Eswatini vs Comoros	South Africa	Draw	0-0	COSAFA

**UNDER 15 NATIONAL TEAM -WOMEN**

NO	DATE	MATCH	VENUE	RESULT	SCORE	COMPETITION
1	11 <sup>th</sup> october,2024	Eswatini vs Angola	Namibia	Win	5-0	African schools football
2	11 <sup>th</sup> october,2024	Eswatini vs Zimbabwe	Namibia	Draw	0-0	African schools football
3	12 <sup>th</sup> october,2024	Eswatini vs South Africa	Namibia	Loss	0-4	African schools football

**UNDER 15 NATIONAL TEAM-- MEN**

NO	DATE	MATCH	VENUE	RESULT	SCORE	COMPETITION
1	11 <sup>th</sup> october,2024	Eswatini vs Angola	Namibia	Win	1-0	African schools football
2	11 <sup>th</sup> october,2024	Eswatini vs Zimbabwe	Namibia	Draw	1-1	African schools football
3	12 <sup>th</sup> october,2024	Eswatini vs South Africa	Namibia	Loss	0-4	African schools football
4	12 <sup>th</sup> october,2024	Eswatini vs Zambia	Namibia	Loss	0-1	African schools football



# UNDER 20 NATIONAL TEAM-- MEN

NO	DATE	MATCH	VENUE	RESULT	SCORE	COMPETITION
7	30/08/24	Botswana vs Eswatini	Botswana	Win	0-1	International friendly
8	01/09/24	Botswana vs Eswatini	Botswana	Loss	1-2	International friendly
9	26/09/24	Eswatini vs Mozambique	Maputo	Win	5-4	COSAFA
10	28/09/24	Eswatini vs Zimbabwe	Maputo	Loss	0-3	COSAFA
10	30/09/24	Eswatini vs Botswana	Maputo	Draw	0-0	COSAFA
11	07/06/25	Mozambique vs Eswatini	Maputo	Loss	2-0	International friendly
12	14/06/25	Eswatini vs Mozambique	Eswatini	Draw	1-1	International friendly
13	21/06/25	Kempton park vs Eswatini	Kempton park	win	0-3	International friendly
14	05/07/25	Eswatini vs Botswana	Namibia	LOSS	1-3	Region v games
15	07/07/25	Eswatini vs Zambia	Namibia	LOSS	0-3	Region v games
17	09/07/25	Eswatini vs South africa	Namibia	LOSS	0-3	Region v games











## FOOTBALL DEVELOPMENT WORKS NOW TAKING CENTRE STAGE TOWARDS THE INCLINE OF THE STANDARD OF THE GAME OF FOOTBALL

To spearhead the development of the game of football, in compliance with the Contract of Agreed Objectives 3.0, which governs the minimum activities and conditions under which every member association in the membership of FIFA has to perform and the development plan/strategy of the organization, there was an increase in the innovations on activities in the development section.

### ADMINISTRATION AND MANAGEMENT ELABORATION

#### Premier of Eswatini (PLE) Administration and Management Course, 18th to 27th March 2024

EFA conducted an Administration and Management Course for the PLE Executive Committee, the PLE Board of Governors and Clubs' Officials of all the clubs are the auspices of the PLE, a course conducted at Sigwaca Conference Hall from the 18th to 27th March 2024. The following topics were presented at the course:

- FIFA,
- Confederations
- Members Associations
- General Management
- Leadership
- Types of Clubs
- Structure and Administration of a football club
- Competitions Management
- Event management
- Marketing
- Fan development
- Player management
- Producing an Elite/Top player

A total of 40 participants attended and were certified for the course.

#### CAF Football Management Executive Programme, 19th August to 7th September 2024

CAF invited all of her English-speaking General Secretaries to an Inaugural CAF Football Management Executive Programme, which started with an online programme from the 19th to 22nd August 2024, which was followed by an on-site programme with the Graduate Business School of the University of Cape Town, in South Africa from the 31st August to 7th September 2024.

As part of the programme and course, the following subjects were on offer:

- Event and project Management;
- Leadership
- Marketing and Sponsorship;
- Legal and governance
- Sustainable development
- Sports as a vehicle for Social Change
- Strategic management and planning

#### Shiselweni Regional Football Association Executive Committee Retreat

EFA successfully conducted the EFA induction workshop for Executive Committee Members of the Shiselweni Regional FA. This followed an induction of EFA Member Associations in 2023. The topics under presentation and discussions including:

- The structure of football
- General administration
- Introduction to leadership
- Communication
- Financial matters

It is proposed that more of such workshops are conducted to address other topics of core significance in the governance, administration and management of the game such as:

- Competitions management
- Player registration and player management
- Marketing
- Communication, Media Conferences and Media interviews
- Others in the line of administration

All of the eight (8) member associations of EFA have to undergo a similar induction and programme to upscale leadership aptitudes.

### Regional Football Association Administration Workshops, Courses

EFA has revived and hosted administration and management courses for the four regional football association involving football clubs and the Competitions Committees of the various zones under the auspices of the Regional Football Associations.

These courses discussed the following critical topics in the administration of the game of football:

- The structure of football
- General management and management principles
- Competitions management club management; and
- Club licensing

It is worth mentioning that the workshops do not take place of the normal administration courses, which still have to be implemented with the same groups. The workshops are however, critical as a foundation for the courses and to address some intervening matters in the administration of the game.

## TECHNICAL DEVELOPMENT

### FIFA Talent Development Scheme (TDS)

The FIFA Talent Scheme (TDS) which was launched in 2023 in Eswatini took centre stage with the reorganization of the TDS Centres, which are centres for the nurturing and training of talented players, in pursuit of the vision of the proponents of the programme, in addressing the deficient football ecosystem, as identified by the football ecosystem analysis implemented by FIFA in 2021 for all member associations.

GROUP A		GROUP B	
1	Zimbabwe	1	South Africa
2	Malawi	2	Angola
3	Botswana	3	Zambia
4	Eswatini	4	Namibia
5	Mozambique	5	Madagascar

In Eswatini, the major achievements in the period under review were the following:

- Provision of a vehicle in the technical administration to aid in the implementation and monitoring of the progress of the programme
- Appointment of an initial 18 TDS Centres' Coaches, for the original six (6) centres, with a planned increase to have satellite centres where another group of coaches will be appointed.

- Regular training of both boys and girls on a weekly basis for the U13, U15 and U17 age categories.
- Implementation of TDS Centres tournaments, where periodically the TDS centres converge into one competition venue to play against one another to measure the progress of training and performance in view of that the programme is aimed to identify players for national teams and elite football.

### **Futsal Primary and High Schools Project**

EFA has revived the implementation of the game of Futsal in schools, for both the primary and high schools, covering both boys and girls.

Futsal is a 5-side game mainly utilized to develop the essential technical and tactical skills for the 11-side football game, which in most cases be observed to be deficient in the current crop of players.

### **FIFA Football for Schools Programme Launch in Eswatini, 2nd to 4th September 2024**

EFA in conjunction with the FIFA Department responsible for the FIFA Football For Schools (F4S) Programme, successfully launched the programme in Eswatini from the 2nd to 4th September 2024.

The above follows a successful engagement with the Ministry of Education and Training and the Ministry of Sports, where a commitment was undertaken by the Education Ministry to have the programme implemented in schools.

A pilot of 20 schools participated in the programme, with a review to be done after a year to measure the progress, with the possibility of an expansion of the programme to more schools around the country.

### **Basic Coaching Courses, countrywide, March to May 2024**

The Technical Department, in an effort to create a big base for the development programmes and the licensing of coaches is conducting a series of Basic Coaching Courses, comprising of a total of 154 coaches, for the following stakeholders:

- Manzini (46)
- Hhohho (33)
- Shiselweni (25)
- Lubombo (25)
- Teachers for schools' women football (25)

The basic coaching courses which started in March 2024 concluded in May 2024.

### **EFA Coaching Diploma Course**

EFA concluded the implementation of a six-months long EFA Diploma in Coaching Course, where a total of 16 coaches participated, which concluded with an examination this June 2023.

This was aimed to add to the number of coaches with the minimum coach qualification for a coach to coach at the premier league and also to increase numbers for coaches that will be enrolled with the CAF A Coaching License once CAF has approved the Coaching Convention for Eswatini.



## WOMEN FOOTBALL ELABORATION

### COSAFA Women in Leadership Programme

The fifth edition of the COSAFA Women in Football Leadership Programme, saw four more women being engaged in; Nokwanda Dlamini (EFA Admin.), Nondumiso Magagula (WFA), Seluleko Masilela (WFA) and Gugu Dlamini (WFA). This is a 5 months programme with the following intents:



- Strengthen women's ability to lead in the world of football
- Prepare them to make an impact on the state of football in their countries, footballing region or organization and adding value to their organization
- Nurture them as future leaders in football with an open business mind-set that embraces diversity and integrity.
- Enable participants to develop a project to take back to their organizations.

### CAF/COSAFA Women Football Clubs Development workshop

COSAFA extended an invitation to all women football clubs to send a representative for training under the auspices of the CAF/COSAFA Women Football Clubs Development workshop that commenced

on the 11th November 2024 and scheduled to conclude on the 14th November 2024.

This high-profile women football leadership programme is implemented on a weekly basis for a period of five (5) months, with a graduation of the women leaders.



### The programme has three core pillars

- Leadership development learning journey coupled with football business, legal and development topics.
- Personal football business projects in which each participant will work on one topic to further the state of football in their Member Association, clubs, leagues and organizations.
- Mentoring of participants by a senior and accomplished leader in football or personality.

### EFA PC Systems Schools U19 Girls Football Development programme

EFA has successfully managed to secure a partnership with PC Systems where they will cater for the Prize monies for the Schools U19 Girls Development Programme, which is a programme towards the development of women football at the grassroots levels, where collaborations with schools have been established.

PC Systems will cover the Prize Monies to a value of E51,000 per year for an initial period up to 2027.

## Football Equipment Distribution to schools as part of the contribution towards the implementation of the FIFA Football for Schools Programme

As part of the development of football in schools, particularly the girls/women football and the FIFA Football for Schools Programme for schools that have already signed the Memorandum of Understanding with the EFA for women's football and those that were approved with the Ministry of Education for the FIFA Football for Schools Programme, EFA distributed football equipment (footballs; bibs and cones).

The equipment will assist the schools towards their training in preparation for the schools' football programme that kicked-off on the 2nd April 2025 and will play for a minimum 6-months period to comply with the FIFA Forward Regulations.

## CAF Women Football Capacity Building Workshop, Cairo, Egypt, 26th – 29th February 2024

The EFA Women Football Officer, was invited to participate in a CAF Women Football Capacity Building Workshop which was hosted in Cairo Egypt from the 26th to 29th February 2024.

The objective of the workshop was to empower women in the administration offices of the women football development by providing them with comprehensive training with skills, strategies and connections they need to be able to discharge their responsibilities in the development of the women's football game.

## U19 Women EFA / Schools Development Programme

EFA has partnered with an initial twelve (12) schools for the delivery of an U20 Women Development Programme, where girls' competitions in the category were implemented.

This was the first year, with the second edition and year expected to attract even larger numbers of schools to participate in the programme, which not only seeks to augment women players, but also seeks to address the development phases of women football.

The competitions, were preceded by workshops organized for the teachers who also partake in the implementation of the programme.

## CAF/COSAFA Women Football Clubs Development workshop

COSAFA extended an invitation to all women football clubs to send a representative for training under the auspices of the CAF/COSAFA Women Football Clubs Development workshop that commenced on the 11th November 2024 and scheduled to conclude on the 14th November 2024.

## REFEREEING DEVELOPMENT



## **FIFA MA Referee Instructor Course – Technical Centre, Lobamba**

EFA hosted a FIFA MA Referee Instructor Course on 15 -19 July 2024. The course was successful with 20 Technical Instructors (17 men and 3 women). It in line with the FIFA Forward Development Programme (Forward 3.0) article 6 (X) 2, 3 and the EFA Refereeing Strategic Plan 2023 – 2026 (Strategic Goal 2: (Capacitation of Elite Referees, Instructor and Assessors)).

It was conducted by FIFA instructors.

1. Technical – Miss. Gladys LENGWE from Zambia.
2. Fitness – Mr. Bento NAVESSE from Mozambique.

## **FIFA MA Referee Course – Technical Centre, Lobamba**

EFA also hosted a FIFA MA Referee Course on 5 – 9 August 2024. The course was successful with 31 Elite Referees (23 men and 8 women). It in line with the FIFA Forward Development Programme (Forward 3.0) article 6 (X) 2, 3 and the EFA Refereeing Strategic Plan 2023 – 2026 (Strategic Goal 2 and 3: (Capacitation of Elite Referees, Instructor and Assessors; Young Talent and Women Match Officials)).

The FIFA Instructors were:

1. Technical – Mr. Carlos HENRIQUES from South Africa.
2. Fitness – Mr. Mark MZENGO from Malawi.

Then Local Instructors were:

1. Mr. Mandla Ernest DLAMINI
2. Mr. Petros Mzikayifani MBINGO

## **Basic Referee Courses 6, 7, 13 & 14 July 2024 Lubombo, Siphofaneni.**

A Basic Referee Course was hosted by EFA on the 6, 7, 13 & 14 July 2024. The course was successful with 30 Referees (24 men and 6 women). It in line with the FIFA Forward Development Programme (Forward 3.0) article 6 (X) 2 and the EFA Refereeing Strategic Plan 2023 – 2026 (Strategic Goal 3: (Young Talent and Women Match Officials)).

It was conducted by Local Instructor.

1. Mr. Mbongiseni Elliot Fakudze.

## **Basic Referee Courses 6, 7, 13 & 14 July 2024 Lubombo, KaLanga.**

A Basic Referee Course was hosted by EFA on the 6, 7, 13 & 14 July 2024. The course was successful with 42 Referees (23 men and 19 women). It in line with the FIFA Forward Development Programme (Forward 3.0) article 6 (X) 2, 3 and the EFA Refereeing Strategic Plan 2023 – 2026 (Strategic Goal 3: (Young Talent and Women Match Officials)).

It was conducted by Local Instructor.

3. Mr. Sabelo Kunene.

## **Basic Referee Courses 23, 24, 30 November & 1 December 2024 Shiselweni, Etjendlovu**

A Basic Referee Course was hosted by EFA on the 23, 24, 30 November & 1 December 2024. The course was successful with 30 Referees (24 men and 6 women). It in line with the FIFA Forward Development Programme (Forward 3.0) article 6 (X) 2, 3 and the EFA Refereeing Strategic Plan 2023 – 2026 (Strategic Goal 2 and 3: (Capacitation of Elite Referees, Instructor and Assessors; Young Talent and Women Match Officials)).



It was conducted by Local Instructor.

1. Mr. Thulani Dennis Nkonyane.

### **Intermediate Referee Course 22, 24, 29 & 30 June 2024 – Manzini, Catholic Centre**

EFA hosted an Intermediate Referee Course under Lubombo Region on the 22, 24, 29 & 30 June 2024. The course was successful with 19 young referees. It in line with the FIFA Forward Development Programme (Forward 3.0) article 6 (X) 2 and the EFA Refereeing Strategic Plan 2023 – 2026 (Strategic Goal 3: Young talent and women match officials).

It was conducted by local Instructor:

1. Mr. Gilbert Zide Dlamini.

### **Intermediate Referee Course 17, 18, 24 & 25 August 2024 – Shiselweni, Nhlangano**

EFA hosted an Intermediate Referee Course under Hhohho Region on the 17, 18, 24 & 25 August 2024. The course was successful with 16 Referees (15 men and 1 woman). It in line with the FIFA Forward Development Programme (Forward 3.0) article 6 (X) 2 and the EFA Refereeing Strategic Plan 2023 – 2026 (Strategic Goal 3: (Young Talent and Women Match Officials). It was conducted by local Instructor:

1. Mr. Sabelo Kunene.

### **Youth Referee Course 20 & 21 April 4 & 5 May 2024 – Technical Centre - Lobamba**

A Youth Referee Course was hosted by EFA on the 20 & 21 April, 4 & 5 May 2024. 12 out of 22 Participants had attended the course (10 Men 2 Women). It was conducted by local Instructors:

1. Technical – Mandla Ernest Dlamini and Mbongiseni Eliot Fakudze.

2. Fitness – Dumisani Fidelis Hadebe and Buyisile Patricia Mkhaphi

### **Intermediate Referee Course 20, 21, 27 & 28 April 2024 – Lubombo Region**

EFA hosted an Intermediate Referee Course under Lubombo Region on the 20, 21, 27 & 28 April 2024. 14 Participants had attended the course (12 Men and 2 Women). It was conducted by local Instructor:

2. Bongizwe Kuhle Mkhathswa.

### **Referee Assessor Workshop**

Eswatini Football Association hosted a Referee Assessor Workshop on 8 September 2024 at Technical Centre. The workshop was satisfactory with 21 Assessors (19 men and 2 women). It in line with the FIFA Forward Development Programme (Forward 3.0) article 6 (X) 2, 3 and the EFA Refereeing Strategic Plan 2023 – 2026 (Strategic Goal 2: (Capacitation of Elite Referees, Instructor and Assessors).

It was conducted by Mr. Sifiso Zondo.

### **Referees Fitness Tests**

EFA had hosted a Physical Fitness Tests at Technical Centre – Lobamba on the 17th November 2024. The Fitness tests were successful conducted.

1. Dynamic YOYO for referees.
2. ARIET for assistant referees.

The Referees Coaches were:

- a. Phinda Dlamini
- b. Dumisani Hadebe
- c. Senzo Nkambule
- d. Gcina Mkhabela
- e. Mbongeni Shongwe
- f. Lucky Ndlangamandla

EFA had hosted a Physical Fitness Tests at Technical Centre – Lobamba on the 23rd March 2025. The Fitness tests were successful conducted.

1. Dynamic YOYO for referees.
2. ARIET for assistant referees.

The Referees Coaches were:

- a. Phinda Dlamini
- b. Dumisani Hadebe
- c. Senzo Nkambule
- d. Gcina Mkhabela
- e. Mbongeni Shongwe
- f. Lucky Ndlangamandla

### Referees Symposium 6 & 7 June 2024

Eswatini Football Association, hosted a Referees Symposium on 6 & 7 June 2024 at Sigwaca House. 68 match officials that had attended the seminar. The seminar was facilitated by EFA local Instructor on the different aspect of football.



The instructors were:

1. Fedrick Mngomezulu – Administration.
2. Ernest Mandla Dlamini – Refereeing.
3. Bongizwe Kuhle Mkhathshwa – Refereeing.
4. Emmanuel Musa Mamba – Coaching.
5. Elphas Ngcamphalala – Ethics.

### Intermediate Referee Course 18, 19, 25 & 26 May 2024 – Hhohho Region

EFA hosted an Intermediate Referee Course under Hhohho Region on the 18, 19, 25 & 26 May 2024. 14 Participants had attended

the course (12 Men and 2 Women). It was conducted by local Instructor:

1. Bongizwe Kuhle Mkhathshwa.

Eswatini Referees approved for the 2024 FIFA Lists of Referees and Assistant Referees

The following Referees and Assistant Referees have been approved by FIFA for the 2023 Lists of Referees and Assistant Referees:

- Referees (Men)
  1. Thulani Sibandze
  2. Celumusa Siphepho
  3. Njabulo Thembinkosi Dlamini
  4. Thokozani Dlamini
- Referees (Women)
  1. Letticia Viana
  2. Nothando Buyisile Mkhumane
- Assistant Referees (Men)
  1. Zamani Thula Simelane
  2. Petros Mzikayifani Mbingo
  3. Banele Bonginkosi Thwala
  4. Thembinkosi Ndumiso Magagula
  5. Sifiso Bingo Mbingo
- Assistant Referees (Women)
  1. Siphiwayinkhosi Cosma Nxumalo
  2. Buyisile Patricia Mkhalihi

### Competitions Management System Workshop for Referees (FCMS)

Eswatini Football Association hosted a Referee Workshop on 3 July 2024 at Sigwaca Conference. The workshop was for FIFA Connect Management System. It was conducted by Mduduzi Bhembé and Ntombifuthi Dlamini

### Referees Instructor/Match Commissioner Workshops

EFA had hosted a Referees Instructors/ Match Commissioners Workshop on the 9th and 10th July 2024 at Sigwaca Conference. The workshop was for FIFA

Connect Management System (FCMS) and discussion of the Amendments of the Laws of The Game 2024/2025. It was conducted by Mduduzi Bhembé (Licensing) and Kuhle Mkhathshwa (Refereeing).

### **Referees Symposium 15 & 16 July 2024.**

Eswatini Football Association, hosted a Referees Symposium on 15 & 16 July 2024 at Sigwaca House. 68 match officials that had attended the seminar. The workshop was facilitated by EFA local Instructor on the different aspect of football.

The instructors were:

6. Ernest Mandla Dlamini – Refereeing.
7. Bongizwe Kuhle Mkhathshwa – Refereeing.
8. Emmanuel Musa Mamba – Coaching.
9. Welcome Motsa – Medical.

### **Referee and Match Commissioner Workshop – FCMS**

Eswatini Football Association hosted a Referee Workshop on 9 September 2024 at Sigwaca Conference. The workshop was for FIFA Connect Management System. 29 participants attended the workshop. It was conducted by Mduduzi Bhembé and Ntombifuthi Dlamini.

### **Match Commissioner Workshop (Preparation for WFL League Officials) – FCMS**

Eswatini Football Association hosted a Match Commissioner Workshop on 10 October 2024 at Sigwaca Conference. The workshop was for FIFA Connect Management System. 18 Participants had attended the workshop, 7 Men and 11 Women. It was conducted by Mduduzi Bhembé and Ntombifuthi Dlamini

### **Referee Assessor Workshop**

Eswatini Football Association hosted a Referee Assessor Workshop on 4 February 2024 at Technical Centre. It was conducted by Sifiso Zondo.

### **Physical Fitness Tests**

EFA had hosted a Physical Fitness Tests at Technical Centre – Lobamba on the 19th November 2024. The Fitness tests were successful conducted with 34 referees and 35 assistant referees. The Physical Fitness Tests were:

3. Dynamic YOYO for referees.
4. ARIET for assistant referees.

The Referees Coaches were:

- a. Phinda Dlamini
- b. Dumisani Hadebe
- c. Senzo Nkambule
- d. Gcina Mkhabela
- e. Mbongeni Shongwe
- f. Lucky Ndlangamandla

## **MEDICAL DEVELOPMENT**

### **International Medical Course, Thokoza, 29th/30th July 2024**

EFA will hosted an international Medical Course on the 29th/30th July 2024, where a total of 40 participants, comprising mainly PL teams' medical personnel and those of national teams were in attendance;

The course was facilitated by FIFA Medical Doctor, Dr. Thulani Ngwenya from South Africa.



## Training on Medical Care

The Medicine section of EFA has been the busiest in the period under review particular in view of the need to propagate first aid training and medical care for players at the Premier league clubs and the regional football association leagues.

## FIFA Medical Conference, Boston, USA

The Chairman of the EFA Medical Committee, Mr. Welcome Motsa and a member of the Medical Committee, Ms. Busie Mamba attended and participated in a two-day FIFA Medical Conference aimed to consolidate the practice of medicine in all of FIFA's member associations. This was undertaken from 4th to 7th December 2024.

## COSAFA Medical Workshop, Johannesburg, 11th/12th April 2024

COSAFA invited two (2) medical personnel to participate in a COSAFA Medical Workshop scheduled to take place in South Africa on the 11th and 12th April 2024.

The following were identified to represent Eswatini at the workshop:

- Dr. Mncedisi Mthethwa
- Ms. Ncamsile Kunene

## YOUTH FOOTBALL DEVELOPMENT

### Buildit National Championships

EFA and BuildIt hosted the national championships on the 25th January 2025 in Manzini, at the Mavuso Sports Centre. The Mbabane Store was crowned the champions of the national championships



accruing to the 2024 operational year. The 2025 edition stores and nation all championships were planned in conjunction with the stores to kick-off in April 2025.

### Revival of the Grassroots Football programmes

EFA successfully hosted a Grassroots Football programme at Madlangempisi Inkhundla, where grassroots coaches, mostly affiliated to the Sakhelene programme sponsored by the Royal Eswatini Sugar Corporation (RES) participated.



They were awarded with certificates and are now ready to implement the programme in the community with the support of the Tinkhundla and traditional authorities of the communities.

The next phase of the programme was implemented in Nhlengano, from the 17th to 20th February 2025.

The following areas successfully hosted grassroots football programmes: Nhlengano; Nkambeni; Magubheleni; Hlathikulu; Nkhaba; Ntfontjeni; Mkhitsini; Kutsimuleni; Etjendlovu; Maseyisini.





## THE FUTSAL/BEACH SOCCER GAME

### Futsal Primary and High Schools Project

EFA has revived the implementation of the game of Futsal in schools, for both the primary and high schools, covering both boys and girls.

Futsal is a 5-side game mainly utilized to develop the essential technical and tactical skills for the 11-side football game, which in most cases be observed to be deficient in the current crop of players.

### Safeguarding Workshop, 1st – 5th November 2024

The EFA Youth Committee, Futsal Committee, the Women Football Committee and the EFA Safety and Security Committee were engaged in a series of workshops on the safeguarding matters. The workshop was a combination of both virtual and physical meetings are phased to discuss the following areas:

- The general understanding of safeguarding;
- Safeguarding research;
- Player trafficking;
- Doping;
- SODV Act understanding

It is further noted that safeguarding matters as decided by the EFA Executive Committee are now implemented, on the statutory/policy front with the EFA Safety and Security Committee.





## Their Majesties Tour the recently constructed Football Technical Centres

### Visit by His Majesty King Mswati III to the Mkhuzweni and Kalanga Technical Centres



EFA were extremely humbled by His Majesty King Mswati III, at the instance of the Annual Marula celebrations and as part of touring facilities developed in the vicinity areas, toured the Mkhuzweni and Kalanga Technical Centres, in the period of March 2025, respectively. As part of the preparations for the visits, some refurbishment works had to be done in both facilities, including painting, repairs and general cleanliness of the facilities.

Both visits were successful and EFA presented His Majesty The King Mswati III with cows as part of the gifts in expressing gratitude to the visit by Their Majesties. EFA has an obligation to enact Official Opening Plaques at both facilities.

Infrastructure development continued to be another of the trademark performances of the year under review, particularly with the regular implementation of domestic and international competition and matches the newly constructed Mkhuzweni Technical Centre in the Hhohho region, a facility of contemporary elegance of contemporary standards. This facility adds to the already operational Kalanga Technical Centre and the King Sobhuza II Stadium in the Lubombo and Shiselweni regions, respectively, which have seen most of the recently ended season's national leagues matches.

### Somhlolo National Stadium Refurbishment

The refurbishment works of the Somhlolo National Stadium still continue towards the realization of compliance with the CAF Stadium Regulations 2022, particularly the compliance with the minimum standards under Category 3 which qualifies the senior men national team to host its competitions, including football clubs in participation in the CAF Interclubs competitions.

The Government of the Kingdom of Eswatini



provided the budget for the refurbishment works. This has culminated to a Temporary Approval of the stadium to host the next FIFA World Cup 2026 match against Angola in October 2025. This temporary approval also covers the preliminary phase of the CAF Interclubs competitions where two of Eswatini's football clubs are in participation. The areas for improvement at the stadium were as follows:

- Media facilities, especially the installation of a media tribune and a media box.
- VIP and hospitality area
- Ablution facilities attached to the northern and southern stands
- Giant screen installation
- Back-up generator installation
- VIP Gate construction works

### Forthcoming football project

The construction of more football facilities is aimed to enhance the development of the game of football from the lower levels, providing a conducive environment whilst also provide an opportunity for revenue generation to all the regional associations and various societal stakeholders that are to utilize them prospectively.

Preparations are now underway for the commencement of the construction of the Mafutseni Technical Centre, particularly now that a temporary approval of the Somhlolo National Stadium has been obtained. Consultations and engagements with the pertinent stakeholders towards the finalization of activities for the application and logistical approvals for the project have commenced.



### FIFA Infrastructure Management Workshop, Rabat, 26th – 29th June 2024

FIFA invited MAs General Secretaries, as FIFA Forward Programme Managers to a training and workshop on Infrastructure maintenance, which was hosted in Rabat, from the 26th to 29th June 2024. The workshop emphasized on the importance of the allocation of budgets for the maintenance and good upkeep of all FIFA funded projects and facilities, which FIFA will monitor periodically.

# PROFESSIONALIZATION OF FOOTBALL

## CAF Club Licensing Online Platform Workshop, Accra, 29th May – 2nd June 2024

CAF through the CAF Professional and Licensing Division invited the Chairman of the Appeals Body, the Chairman of the First Instance Body (FIB), the Licensing Manager and the General Secretary to participate in a CAF Club Licensing Online Platform Workshop which was hosted in Accra, Ghana from the 29th May to 2nd June 2024.

The workshop had been designed for the practical training of all the personnel involved in the administration and management of the CLOP in member associations, especially given the obligatory or mandatory application of club licenses via the online platform as of the coming 2024/2025 football season.

## Premier of Eswatini (PLE) Administration and Management Course, 18th to 27th March 2024

EFA conducted an Administration and Management Course for the PLE Executive Committee, the PLE Board of Governors and Clubs' Officials of all the clubs are the auspices of the PLE, a course conducted at Sigwaca Conference Hall from the 18th to 27th March 2024.

The following topics were presented at the course:

- FIFA,
- Confederations
- Members Associations
- General Management
- Leadership
- Types of Clubs
- Structure and Administration of a football club
- Competitions Management
- Event management
- Marketing
- Fan development
- Player management
- Producing an Elite/Top player

A total of 40 participants attended and were certified for the course.

## Workshops on the 2024/2025 Registration regulations; Coach and Club Licensing regulations

EFA conducted workshops for both the Premier League, National First Division Clubs and Women Football Clubs as well the Regional Super Leagues on the expectation of the EFA from clubs towards the registration process requirements, as well as the licensing requirements there were applicable in the 2023/2024 football season.

A FIFA Competitions management system was also introduced, where the management of competitions will now be done digitally.

## FIFA Connect Workshop, Dar Es Salaam, Tanzania, 16th/17th September 2024

The EFA Registration and IT Officer, Mduduzi Bhembe attended a two-day FIFA workshop on FIFA connect aimed at capacitating registration officers from the member associations on the implementation of the new technologies associated with the FIFA Connect Platform;

- FIFA Connect Programme and Registration
- Competitions Management System
- FIFA Clearing House

FIFA now requires that all players must be registered via the FIFA Connect Platform.

## Club Licensing Compliance Summary of 14 Premier League Clubs (Compliance)

NO:	CRITERIA	CLUBS	PERCENTAGE
1	Infrastructure	14	85%
2	Personnel & Administration	14	100%
3	Legal	14	100%
4	Finance	14	100%
5	Sporting	14	50%



## THE MARKETING AND COMMUNICATIONS DEPARTMENT AS A CRITICAL DIVISION IN THE COORDINATION AND DISSEMINATION OF ACTIVITIES OF THE GAME OF FOOTBALL

### Executive Summary

This report is based on the marketing and communication activities of the EFA for the 2024/2025 operational period. As an organization, the EFA needs resources for its existence; thus, the significance of revenue generation. An organization needs to be visible in the market so that stakeholders are always aware of its existence. The EFA exist within the society; thus, the importance of taking good care or giving back to the environment. The organization must network with the stakeholders which implies that its communication must be in place.

The revenue that was generated through the selling of national team replicas. These replicas were sold in retail outlets namely The Century Fashion (Mbabane), African Heritage (Matsapha), and Mr. Matata (Moneni). The implementation of the Senior National Team matches was also commercialized, as besides the TV rights that is attached to some of the matches, ticketing, and the selling of advertising space was used. Sponsorships were also sourced and the existing sponsors were well retained. The existence of the Memorandum of Understanding (MoU) between the EFA and ETA played a huge role towards the implementation of the Senior Men's National Team matches in Mbombela, South Africa.

The Marketing and Communications Department made it a point that the EFA is visible in the Eswatini and international market. Branding was implemented in EFA events. The organization strategically embraced some national events as an effort of enhancing the brand visibility. The selling of the national team replica to the international market, enhanced the visibility of the EFA brand to the international market. This was the case even to the local market. The digital space was also used in this regard.

It is significant for an organization to also take care of its environment. The EFA addressed this aspect through youth empowerment strategies. A group of students were empowered by information about the existence of the EFA and football in general. This enlightened them about the opportunities that exist in the sport and how football can enhance their upbringing. The society was also sensitized about the ills that affect human.

Communication is one of the aspects that is vital for the existence of an organization. The EFA was visible in the digital space (Facebook, Twitter, and Tik Tok). The website was also updated regularly with the EFA and Member Associations content. Both the print and electronic media was used in updating the public about the EFA's activities. The eNewsletter has been revived as an effort to make it more appealing and accessible through the EFA digital platforms.

## INTRODUCTION

The Marketing and Communications Department is tasked with the implementation of strategies that will generate revenue, source partnerships that will cushion the costs incurred, and enhance the brand image of the EFA. This department has a footprint in all the departments of the organization as the football development programmes are designed and engineered by the different departments and the Marketing and Communications Department is expected to promote them. This report is focused on the activities of the Marketing and Communications Department as from July 2024 to June 2025.

## MARKETING

### Revenue Generation

As an effort of generating revenue for the EFA, the new Senior Men's National Team's replicas were sold in three (3) retail outlets (The Century Fashions in Mbabane, African Heritage in Matsapha, and Mr. Matata at Moneni in Manzini). As an effort to increase sales, a rapport has been established with All Out which is an organization in the tourism industry where-by referrals are made in as far as the sales of the replicas are concerned. In that way, the EFA brand end up having footprints in the global market. There was also direct interest from the international market, as the global market contacted the EFA through the social media platforms on its interest of purchasing the replicas. These customers were referred to the shopping outlets where the replicas are sold. Through the rapport with the Rural boMake organization; some replicas were sold during the Bush Fire Festival.

During some Senior Men's National Team matches, advertising space was sold in a form of parameter boards. During the 2026 FIFA World Cup Qualifiers E295 503.23 revenue was made following the purchase of advertising space. Another E40 000.00 revenue was raised after Build it bought some advertising space during the execution of some of the home matches of the Senior Men's National Team. Print Pak sponsored the previous Annual General Assembly by E20 000.00.





Sponsorships were also sourced as an effort to generate more revenue. Nedbank sponsored the hosting of the Senior Men's National Team's home matches that were played in Mbombela with E100 000.00. Emlembe Mountain Spring Water' sponsorship to the Senior Men's and Women's National Team made the football association be able to save 29% of the total cost of the Emlembe Mountain Spring Water.

A sponsorship of E51 000.00 per annum for an initial period of 3 years, for the EFA/PC Systems U19 School Girl's Football Development Programme was implemented. The partnership between EFA and Build it continues to grow as during the Build It U13 Football Development Programme; the sponsor awarded the best player with a E10 000 bursary, and each player of the Mbabane Build it Pick Team received E500 curtesy of the Build it brand (Grand total is E9 000.00). The top goal scorer received an Africa Tank worth E2 500. The best goal keeper receive a bicycle worth 1 900.00 from the sponsor.







Donations were also sourced as an initiative to boost EFA's finances and to cut some costs. NTT Toyota Eswatini donated 30 track suites and 30 golf T-shirts for the Senior Women's National Team worth E40 000.00 as part of the preparations for the TotalEnergies WAFCON Qualifiers against Namibia. Zees Investment donated E2 000 towards the implementation of the EFA's Executive Committee Meetings.

As a cost cutting initiative, the EFA hosted the Senior Men's National Team matches in Mbombela in collaboration with Eswatini Tourism Authority (ETA) as both the EFA and ETA have an existing Memorandum of Understanding (MoU). ETA provided the EFA with a branded 16-seater transport that was used in transporting the working personnel to Mbombela and the referees of the matches. This strategic partnership embraces the element of sports tourism which is the direct business of the ETA.

## Brand Visibility

Brand visibility is important for the growth of any brand. In every implementation of the EFA activity, the Marketing and Communications Department executed the relevant branding for that event. Wall banners, telescopic banners, and parameter boards were used when branding the EFA's events where applicable. The 2025 calendars were produced as an effort of enhancing the brand visibility of the EFA. The selling of the national team replicas also played a vital role towards the enhancement of the brand visibility of the EFA.



The movements of the EFA's branded cars also contributed a lot to the visibility of the brand in the market. As an effort to embrace football and the Eswatini culture and in the spirit of the MVA Ingwenyama Cup, the EFA's staff embraced the Buganu Ceremony by being visible in an EFA branded traditional attire. Even during His Majesty King Mswati III's tour at the KaLanga Technical Centre, some staff members enhanced the visibility of the EFA brand through the wearing of the traditional attire.



The EFA is active in the digital space as the EFA Facebook page, Twitter Account, Website, and the Tik-Tok account contributed a lot in making the brand to be visible in both the local and international market.

### **Corporate Social Responsibility**

The Eswatini Football Association (EFA) hosted Khanyisile Primary School in as part of the students' physical education tour. These students were empowered about the existence of the Eswatini Football Association (EFA) and football as a sport.

### **Nedbank/EFA Hosting Partnership Launch**

EFA successfully secured a partnership to implement a once-off contribution amounting to E100,000.00 towards assistance in the hosting expenses of the home matches which are currently hosted in South Africa.

This partnership covers the current CHAN and AFCON Qualifiers matches up to the December 2024 period.

The above partnership adds to the earlier launched partnership where Emlembe Beverages supplies both the Senior Men and Men National Teams with water during their camps and matches in an agreement envisaged for three years.

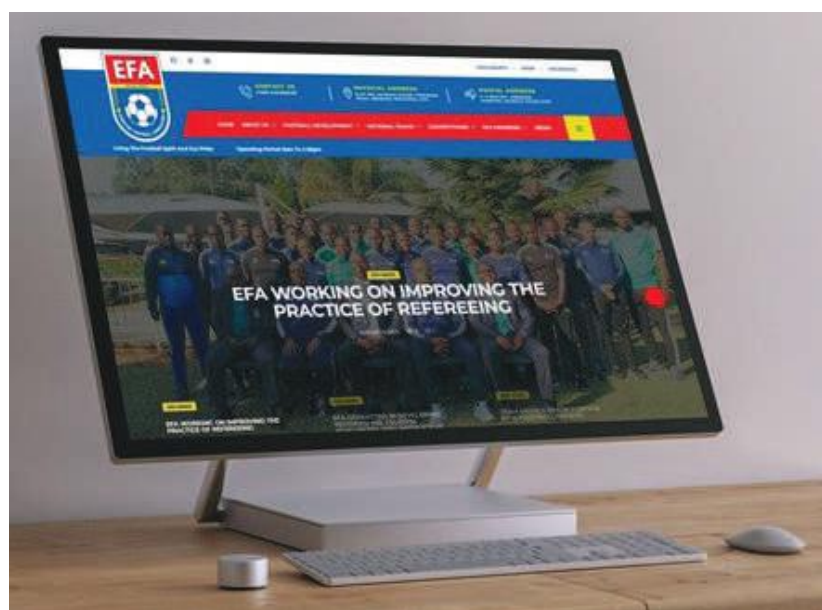




Though the weekly column in the Eswatini News; the EFA continues to raise its awareness about the gender base violence and child abuse. HIV/AIDS awareness was also implemented through the social media platforms. The EFA is empowering the youth through the internship programme as currently one University of Eswatini Student (ENESWA) is attached under the Marketing and Communications Department. The UNDP through the Eswatini Youth Empowerment Programme is also engaged as a partner in the enhancement of the internship programme which will enhance the development of the recently graduated youth.

## COMMUNICATIONS

The EFA was active in the social media platforms (Facebook, Twitter, and Tik Tok). The social media platforms were not only for the sharing of content to the public; but was also a very useful resource in terms of business, as the international community utilized these platforms whenever they were interested in purchasing the national team replicas and when they wanted to attend the local matches as part of their touring initiatives. As part of sharing the local football content; the elite football matches were streamed live on FIFA + with the main objective of exposing the local talent to the global





The electronic media was also utilized as content was shared to the public via the television and radio. These include both the local and international media houses. Both local and international print media was also utilized. Every Saturday's the EFA column was on Eswatini News except when a particular Saturday fell on a public holiday. The EFA e-newsletter has been revised and it is published monthly, which also has a potential of generating some revenue.



## **CAF Women Football Capacity Building Workshop, Cairo, Egypt, 26th – 29th July 2024**

The EFA Women Football Officer, was invited to participate in a CAF Women Football Capacity Building Workshop which was hosted in Cairo Egypt from the 26th to 29th July 2024.

The objective of the workshop was to empower women in the administration offices of the women football development by providing them with comprehensive training with skills, strategies and connections they need to be able to discharge their responsibilities in the development of the women's football game.

## **FIFA Diploma in Safeguarding Course**

Executive Committee Member, Mr. Sicelo Nene, who also chairs the Youth Committee was selected by FIFA to undergo training in Safeguarding in a Diploma Course comprising of five (5) modules, four (4) of which will be conducted online and the last module physical, after which he obtained a FIFA Diploma in Safeguarding.

An introductory session has already been hosted, with the rest of the online sessions to be scheduled across a period of a year.

## **COSAFA Medical Workshop, Johannesburg, 11th/12th April 2024**

COSAFA invited two (2) medical personnel to participate in a COSAFA Medical Workshop scheduled to take place in South Africa on the 11th and 12th April 2024.

The following were identified to represent Eswatini at the workshop:

- Dr. Mncedisi Mthethwa
- Ms. Ncamsile Kunene

## **COSAFA General Assembly, 26th May 2024**

The President, Vice President, Mr. Mashumi Shongwe and the CEO attended to the COSAFA General Assembly which was hosted in Johannesburg, South Africa on the 26th May 2024.

In this GA, South Africa hosted the Inaugural COSAFA A.

A presentation was also done by the FIFA Refereeing Department on the newly established programme to train VAR Referees in the zone, with the FIFA Refereeing department selecting the respective Referees to be trained as VAR Referees.

## **CAF National Safety and Security Officer Colloquium, Cairo, Egypt, 29th to 31st October 2024**

The National Safety and Security Officers Colloquium was a 3 days workshop which was categorized in 2 days in class and 1 day practicals. The workshop was held in Cairo, Egypt and was attended by the National Safety and Security Officers representing all 54 countries and the Safety and Security Experts from FIFA.

The purpose of the workshop was to share experiences how best to organize and coordinate the delivery of safety and security operations around Africa and also to review the modest way in security operations with the National Safety and Security Officers from all 54 CAF Members Associations.

Another purpose of the workshop was to introduce a new CAF Safety and Security Operational standardization process to be absorbed by each member association to have the same level of operations in the delivery of safety and security.

New standard templates were introduced:

- *Match Safety and Security Plan*
- *Match Day-2 Safety and Security Meeting Agenda*

The main Topics that were covered:

- Challenges of Safety and Security in Africa
- CAF Safety and Security Regulations
- Roles and Responsibilities of NSSOs and what is expected of CAF
- Protecting of Players and VIPS
- Cooperation with safety and security stakeholders

- Accreditation and Access control
- Ticketing and maximum capacity
- Prohibited Items
- Organizations feedback from the NSSOs and the challenges they face in their countries which affect the delivery of safety and security operations.

There were key concerns raised at the colloquium:

- Member Associations must have operational Safety and Security Department.
- Member Associations should support the NSSOs with the implementation of Safety and Security in their matches.

### **CAF Ordinary General Assembly, Addis Ababa, Ethiopia, October 2024**

The President, Vice President, Mr. Mashumi Shongwe and the CEO attended to the CAF Ordinary General Assembly, which was hosted in Addis Ababa, in Ethiopia in October 2024.

Other developments noted at the CAF OGA include:

- Amendment of CAF statutes to remove the age limit of 70 years and the to remove the demarcation by languages for the FIFA Council positions elections.
- CAF will require the prior production of domestic competitions calendar in advance for submission to CAF. Such calendars are also expected to recognize all of the FIFA, CAF and Zonal competitions
- Zonal training of VAR Referees as will be chosen by FIFA.
- CAF will send a questionnaire to her MAs for members to highlight the three (3) most important areas they will need assistance on, including the one most important area.
- It was highlighted that currently a total of 22 countries are still hosting matches outside their respective countries.

### **CAF Extraordinary General Assembly, Cairo, Egypt, March 2025**

The President, Vice President, Mr. Steve Horton and the CEO attended to the CAF Extraordinary

General Assembly, which was hosted in Cairo, Egypt on 10th March 2025; which had been convened for the election of the CAF Executive Committee for the period; 2025 – 2029. The incumbent President, Dr. Patrice Motsepe was re-elected unopposed.

### **FIFA Football for Schools Programme Launch in Eswatini, 2nd to 4th September 2024**

EFA in conjunction with the FIFA Department responsible for the FIFA Football For Schools (F4S) Programme, successfully launched the programme in Eswatini from the 2nd to 4th September 2024.

The above follows a successful engagement with the Ministry of Education and Training and the Ministry of Sports, where a commitment was undertaken by the Education Ministry to have the programme implemented in schools.

A pilot of 20 schools participated in the programme, with a review to be done after a year to measure the progress, with the possibility of an expansion of the programme to more schools around the country.

### **CAF Safe Stadium Initiative**

#### **Introduction**

The CAF Safety and Security Workshop was conducted by the CAF Safety and Security department with coordination with Eswatini Football Association, from 16th – 18th July 2024 at the Bethel Court, Ezulwini. This was the first Safety and Security workshop in Eswatini and in the African continent under the “**Safe Stadium Initiative Programme**” recently established by CAF Safety and Security department. It was attended by 40 participants from various local clubs from the Premier League of Eswatini, First Division, Eswatini Football Association and the State Police. It was officially opened by the EFA Vice President and in closing, it was graced by the CAF Head of Safety and Security Department.



## **The Purpose**

The purpose of the workshop was to train and develop all personnel that work in assuring and supporting the Safety and Security environment, to gain in-dept knowledge on the CAF Safety and Security Rules and Regulations and its significance in football and in sports across. This will help in improving the implementation of the Safety and Security measures and procedures in stadiums for international and domestic football competitions.

## **Main Topics**

The three (3) days' workshop was conducted by 2 instructors from the CAF Headquarters, Mr Zakarihya Diabate (Egypt) and Mr Alan Khakame (Kenya). It was in-class lessons for 2 days and 1 day for practicals at Somhlolo National stadium.

### **Topics covered for DAY 1:**

- Challenges of Safety and Security in Africa
- CAF Safety and Security Rules & Regulations
- Responsibilities of the CSSO and collaboration with safety and security stakeholders
- Protecting players, officials and VVIPs
- Stewarding
- Accreditation and Access Control

### **Topics covered for Day 2:**

- Ticketing
- Determining and managing capacity
- Crowd Management
- Contingency and emergency planning
- Prohibited Items and Pyrotechnic
- Safety and security inspection (by video)

### **Topics covered for Day 3:** Practical session at Somhlolo National Stadium

- Last Mile and public access to the stadium
- Barriers and queuing system
- Access board placement exercise
- Barriers and queuing design exercise

## **Observations/Recommendations**

As part of the workshop exercise, a security inspection was conducted in the stadium, led by the CAF Head of Safety and Security, DR. Christian Emeruwa. The following key areas

were sighted during inspection that needs consideration in terms of improving the safety and security expectations.

**The Media Tribune** – It was suggested that it can be converted to a Venue Operational Centre

**The Media Tribune** – It was suggested that it should be designed in some parts of the maroon stands, opposite the Media Tribune area.

**The Main gate used for VIP entrance** – It was suggested it should be used for Team's buses and Match Officials entrance.

**The Gate used by Team's buses** – It was suggested it should be used for VIP entrance.

**VIP parking** should be segregated from Team buses parking using metal barriers or any other means.

A compiled official inspection report with observations and recommendations will be sent by the CAF Safety and Security Department to EFA for consideration to the Safety and Security expectations.

## **Conclusion**

The workshop was a great success, participants were cooperative and engaging in discussions, comments, asking questions and suggestions. The CAF Head of Safety and Security had brief meetings with the state authorities, the Hon. Minister of Sports and the National Commissioner, where they appreciated CAF Security for such a historical workshop which they believed it will improve safety and security in our domestic matches.

## **COSAFA TSG Workshop, Johannesburg, 2nd/3rd April 2025**

The Technical Director and Women Football Officer attended a two-day Technical Study Group workshop currently hosted under the auspices of COSAFA in Johannesburg on the 2nd/3rd April 2025.

The workshop aimed at advancing the new technologies for technical analysis for both men and women football to aid their development.

DATES	PERSONNEL / TEAM	COURSE / EVENT
26 March 2024	Sihlangu vs Somalia	2025 AFCON qualifiers, Preliminary Round
4-12 May 2024	Technical Director	FIFA Technical Leadership Diploma, Netherlands
10-12 May 2024	President & CEO	COSAFA Awards / AGM, RSA
14 – 17 May 2024	President, Vice President & CEO	FIFA Congress, Bangkok
14 – 18 May 2024	Simephi Mamba	CAF High Level Coaching Course, Saudi Arabia
19 – 23 May 2024	Licensing Manager, FIB & AB Chairman	Club Licensing Regional Workshop, Accra
23-24 May 2024	Head Coach senior Men & Women, Technical Director & CEO	COSAFA Symposium, RSA
26 March 2024	Sihlangu vs Somalia	2025 AFCON qualifiers, Preliminary Round
06/06/24	Technical Director	FIFA Technical Leadership Diploma Netherlands
16/08/24	Young Buffaloes vs Academy	CAF Women Champions League
18/08/24	Young Buffaloes vs Gaborone United	CWCL
20/08/24	UD Lichinga vs Young Buffaloes	CWCL
17/08/24	Nsingizini Hotspurs vs Stellenbosch	CAF Confederation Cup
24/08/24	Stellenbosch vs Nsingizini Hotspurs	CC
16/08/24	Mbabane Swallows vs Clube Ferroviario de Beira	CAF Champions League
25/08/24	Club Ferroviario de Beira vs Mbabane Swallows	CL
21/09/24	Mbabane Swallows vs Mamelodi Sundowns	CL
25/09/24	Mamelodi Sundowns vs Mbabane Swallows	CL
12/09/24	Technical Director TSG	U-20 AFCON Qualifiers
05/09/24	Guinea Bissau vs Eswatini	AFCON 2025 Qualifiers
10/09/24	Eswatini vs Mali	AFCON 25 Qualifiers
11/10/24	Mozambique vs Eswatini	AFCON Qualifiers
12/10/24	Zambia vs U-15	Schools COSAFA
14/10/24	Eswatini vs Mozambique	AFCON
13/10/24	South Africa vs U-15	Schools COSAFA

DATES	PERSONNEL / TEAM	COURSE / EVENT
22/10/24	Zimbabwe vs Eswatini	CHAN
22/10/24	President, VP Mashumi Shongwe & CEO	CAF Ordinary General Assembly, Addis Ababa, Ethiopia
27/10/24	Eswatini vs Zimbabwe	CHAN
15/11/24	Eswatini vs Guinea- Bissau	AFCON Qualifiers
19/11/24	Mali vs Eswatini	AFCON Qualifiers
02/12/24	RSA vs Eswatini	COSAFA U-20
04/12/24	Eswatini vs Angola	COSAFA U-20
06/12/24	Zambia vs Eswatini	COSAFA U-20
12/12/24	Technical Director	FIFA Technical Leadership Diploma, Switzerland
19/03/25	Eswatini vs Cameroon	FIFA World Cup 2026
07/03/25	President, VP Steve Horton & CEO	CAF Extraordinary General Assembly, Cairo
23/03/25	Eswatini vs Mauritius	FIFA World Cup 2026
04/04/25	TD & Women Football Admin	COSAFA TSG Workshop
09-10/04/25	CEO	FIFA Compliance Summit, Rio de Janeiro
15/05/25	President, VP Mashumi Shongwe & CEO	FIFA Congress, Asuncion, Paraguay
14/06/25	President & CEO	FIFA Football Executive Summit
19/07/25	President, VP Polycarp Dlamini & CEO	COSAFA AGM





# FINANCIAL STATEMENTS 2024



# ESWATINI FOOTBALL ASSOCIATION

## FINANCIAL STATEMENTS

*for the year ended 31 December 2024*



# ESWATINI FOOTBALL ASSOCIATION

## FINANCIAL STATEMENTS

*for the year ended 31 December 2024*

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## ESWATINI FOOTBALL ASSOCIATION

### EXECUTIVE COMMITTEE'S RESPONSIBILITY STATEMENT

*for the year ended 31 December 2024*

The Association's Executive Committee is responsible for the preparation and fair presentation of the financial statements, comprising the statement of financial position at 31 December 2024, the statements of comprehensive income, changes in equity and cash flows for the year then ended, and the notes to the financial statements, which include a summary of material accounting policies and other explanatory notes, and the Executive Committee's report, in accordance with International Financial Reporting Standards.

The Executive Committee is also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatements whether due to fraud or error and for maintaining adequate accounting records and an effective system of risk management.

The Executive Committee has made an assessment of the Association's ability to continue as a going concern and have no reason to believe the Association will not be a going concern in the year ahead.

The auditor is responsible for reporting on whether the financial statements are fairly presented in accordance with the applicable financial reporting framework.

#### Approval of the annual financial statements

The financial statements of Eswatini Football Association, as identified in the first paragraph, were approved by the Executive Committee on 14<sup>th</sup> August 2025 and are signed on its behalf by:

.....  
*President*

.....  
*General Secretary*

## Report of the independent auditors'

### To the members of Eswatini Football Association

#### *Opinion*

We have audited the financial statements of the Eswatini Football Association, set out on pages 8 to 28, which comprise the statement of financial position as at 31 December 2024, and the statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policies and the executive committee's report.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Association as at 31 December 2024, and its financial performance and cash flows for the year then ended in accordance with IFRS ® Accounting Standards.

#### *Basis for Opinion*

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of Financial Statements* section of our report. We are independent of the Association in accordance with the Eswatini Institute of Accountants *Code of Professional Conduct* (ESIA Code) and other independence requirements applicable to performing audits of financial statements in Eswatini. The ESIA Code is consistent with the International Ethics Standards Board for Accountants *Code of Ethics for Professional Accountants*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### *Other Information*

The executive committee is responsible for the other information. The other information comprises the Executive Committee's Responsibility Statement and the detailed income statement which we received. Other information does not include the financial statements and our auditors' report thereon. Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



### *Responsibilities of the Executive Committee for the Financial Statements*

The executive committee is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS® Accounting Standards and for such internal control as the executive committee determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Executive Committee are responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the executive committee either intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

### *Auditors' Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the executive committees.
- Conclude on the appropriateness of the Executive Committee's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the executive committee members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**SNG Grant Thornton Chartered Accountants (Eswatini)**

**2025**

## ESWATINI FOOTBALL ASSOCIATION

### EXECUTIVE COMMITTEE'S REPORT

*for the year ended 31 December 2024*

#### State of the Association's affairs

The Association's affairs are fully set out in the attached financial statements.

#### Nature of business

The Association administers and regulates football in Eswatini.

#### Executive Committee

Mr Peter Simelane	- President
Mr Steve Horton	- Vice President
Mr Mashumi Shongwe	- Vice President
Mr Polycarp Dlamini	- Vice President
Mr Frederick Mngomezulu	- General Secretary/CEO
Mr Sipho Kunene	
Mr Sicelo Nene	
Ms Cindy Dlodlu	
Mr Nichodemus Mashwama	
Mr Bonginkosi Mhlanga	
Mr Vusi Hall	
Mr Comfort Shongwe	
Mr Nkosinathi Kunene	

#### Business address

Sigwaca House  
Industrial Site  
Mbabane

#### Postal address

P O Box 641  
Mbabane  
H100

#### Auditors

SNG Grant Thornton Chartered Accountants (Eswatini)  
Umkhiwa House  
Lot 195, Kal Grant Street  
Mbabane

#### Bankers

Nedbank Eswatini Limited  
Standard Bank Eswatini Limited  
Eswatini Development and Savings Bank



## **ESWATINI FOOTBALL ASSOCIATION**

### **EXECUTIVE COMMITTEE'S REPORT**

*for the year ended 31 December 2024*

#### **Going concern**

The executive committee believe that the Association has adequate financial resources to continue operating for the next 12 months and beyond from the date of issue of these financial statements and accordingly the financial statements have been prepared on a going concern basis.

#### **Event after the reporting period**

There are no events that occurred subsequent to the reporting period date and up to the date of approval of these financial statements which needs to be disclosed or requires an adjustment.

## ESWATINI FOOTBALL ASSOCIATION

### STATEMENT OF COMPREHENSIVE INCOME for the year ended 31 December 2024

	Notes	2024 E	2023 E
<b>Revenue</b>		40 890 086	38 499 143
Other income		5 248 299	5 465 548
Operating expenses		<u>(51 047 599)</u>	<u>(45 169 634)</u>
<b>Operating deficit</b>		(4 909 214)	(1 204 943)
Interest income		12 045	14 743
Finance costs		(84 494)	(104 773)
Gains/(losses) on foreign exchange		<u>(2 458)</u>	<u>5 265</u>
<b>(Deficit) for the year</b>		(4 984 121)	(1 289 708)
Transfer from/(to) deferred grants		<u>-</u>	<u>-</u>
<b>Net surplus for the year</b>		<u><u>(4 984 121)</u></u>	<u><u>(1 289 708)</u></u>

# ESWATINI FOOTBALL ASSOCIATION

## STATEMENT OF FINANCIAL POSITION

at 31 December 2024

	Notes	2024 E	2023 E
<b>ASSETS</b>			
<i>Non-current assets</i>			
Property, plant and equipment	1	<u>76 518 890</u>	<u>80 643 804</u>
<i>Current assets</i>			
Trade and other receivables	2	498 113	317 388
Cash and cash equivalents	3	<u>1 390 586</u>	<u>2 276 070</u>
		<u>1 888 699</u>	<u>2 593 458</u>
<b>Total assets</b>		<u><u>78 407 589</u></u>	<u><u>83 237 262</u></u>
<b>FUNDS AND LIABILITIES</b>			
<i>Capital and reserves</i>			
Capital grant	4	58 996 518	62 101 598
Accumulated funds		<u>13 759 279</u>	<u>18 743 400</u>
		<u>72 755 797</u>	<u>80 844 998</u>
<i>Non-current liabilities</i>			
Long term portion of borrowings	9	<u>296 203</u>	<u>483 837</u>
<i>Current liabilities</i>			
Deferred grants	10	-	-
Current portion of borrowings	9	187 634	162 203
Trade and other payables	5	4 835 956	1 284 982
Provisions	6	<u>331 999</u>	<u>461 241</u>
		<u>5 355 589</u>	<u>1 908 426</u>
<b>Total liabilities</b>		<u><u>5 651 792</u></u>	<u><u>2 392 263</u></u>
<b>Total funds and liabilities</b>		<u><u>78 407 589</u></u>	<u><u>83 237 262</u></u>



## ESWATINI FOOTBALL ASSOCIATION

### STATEMENT OF CHANGES IN EQUITY

*for the year ended 31 December 2024*

	Capital Grant E	Accumulated funds E	Total Equity E
<b>Balance at 1 January 2023</b>	50 754 388	20 033 108	70 787 496
Capitalized grant	3 176 707	-	3 176 707
Amortisation of capital grant	(1 800 566)	-	(1 800 566)
Transfer from deferred grant	9 971 069	-	9 971 069
Total comprehensive income for the year	-	(1 289 708)	(1 289 708)
<b>Balance at 31 December 2023</b>	<u>62 101 598</u>	<u>18 743 400</u>	<u>80 844 998</u>
<b>Balance at 1 January 2024</b>	62 101 598	18 743 400	80 844 998
Capitalized grant	-	-	-
Amortisation of capital grant	(3 105 080)	-	(3 105 080)
Transfer from deferred grant	-	-	-
Total comprehensive income for the year	-	(4 984 121)	(4 984 121)
<b>Balance at 31 December 2024</b>	<u>58 996 518</u>	<u>13 759 279</u>	<u>72 755 797</u>

## ESWATINI FOOTBALL ASSOCIATION

### STATEMENT OF CASH FLOWS

for the year ended 31 December 2024

	Notes	2024 E	2023 E
<b>Cash flows from operating activities</b>			
Cash generated from operations	7	(262 296)	462 865
Interest income		12 045	14 743
Finance costs		(84 494)	-
<i>Net cash flows from operating activities</i>		<u>(334 745)</u>	<u>477 608</u>
<b>Cash flows from investing activities</b>			
Purchase of property, plant, and equipment	1	<u>(386 077)</u>	<u>(3 127 628)</u>
<i>Net cash flows from investing activities</i>		<u>(386 077)</u>	<u>(3 127 628)</u>
<b>Cash flows from financing activities</b>			
Capital grant received	4	-	3 176 707
Decrease in deferred grant		-	(9 971 069)
Increase in grant capital		-	9 971 069
Increase in borrowings		-	-
Repayment of borrowings		<u>(162 204)</u>	<u>(246 295)</u>
<i>Net cash flows from financing activities</i>		<u>(162 204)</u>	<u>2 930 412</u>
<b>Net movement in cash and cash equivalents</b>		(883 025)	280 392
Cash and cash equivalents at beginning of year		2 276 070	1 990 413
Exchange rate difference on cash and cash equivalent		<u>(2 458)</u>	<u>5 265</u>
<b>Cash and cash equivalents at year end</b>	3	<u>1 390 586</u>	<u>2 276 070</u>

**SUMMARY OF MATERIAL ACCOUNTING POLICIES**

*for the year ended 31 December 2024*

**1. Reporting entity**

Eswatini Football Association (“the Association”), is an Association that administers and regulates football in Eswatini. The address of the Association is Sigwaca House, Sheffield Road.

**1.1 Basis of preparation**

**a) Statement of compliance**

The financial statements have been prepared in accordance with IFRS Accounting Standards.

These financial statements were approved by the Executive Committee on 2025.

**b) Basis of measurement**

The financial statements have been prepared on the historical cost basis except where stated otherwise.

**c) Functional and presentation currency**

The financial statements are presented in Emalangeni, which is the Association’s functional currency. All financial information has been rounded to the nearest Lilangeni, unless otherwise indicated.

**d) Use of estimates and judgements**

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

Information about significant arrears of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effects in the amounts recognised in the financial statements is included in the following notes:

- Note 1 Property, plant and equipment (useful lives).
- Note 2 Trade and other receivables (expected credit losses).



## SUMMARY OF MATERIAL ACCOUNTING POLICIES

*for the year ended 31 December 2024*

### 2 Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements and have been applied consistently.

#### 2.1 Property, plant, and equipment

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits associated with the item will flow to the Association; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially and subsequently measured at cost where an asset has been donated, its cost is the valuation amount as at the date of the donation.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Property, plant and equipment are depreciated on the diminishing balance method over their expected useful lives to their estimated residual value.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Average useful life
Furniture and fittings	10%
Motor vehicles	20%
Office equipment	10%
Computer and IT equipment	33%
Buildings	5%
Land	0%
Work in progress	0%

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting period. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total of the item is depreciated separately.

## ESWATINI FOOTBALL ASSOCIATION

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

**SUMMARY OF MATERIAL ACCOUNTING POLICIES**

*for the year ended 31 December 2024*

**2 Material accounting policies (continued)**

**2.2 Financial instruments**

**Initial recognition and measurement**

Financial instruments are recognised initially when the Association becomes a party to the contractual provisions of the instruments.

The Association classifies financial instruments, or their component parts, on initial recognition as a financial asset, a financial liability or an equity instrument in accordance with the substance of the contractual arrangement.

Financial instruments are measured initially at fair value, except for equity investments for which a fair value is not determinable, which are measured at cost and are classified as available-for-sale financial assets.

For financial instruments which are not at fair value through profit or loss, transaction costs are included in the initial measurement of the instrument.

**Fair value determination**

The fair values of quoted investments are based on current bid prices. If the market for a financial asset is not active (and for unlisted securities), the Association establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis, and option pricing models making maximum use of market inputs and relying as little as possible on entity-specific inputs.

**Other payables**

Trade payables are initially measured at fair value and are subsequently measured at amortised cost.

**Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.

**Bank overdraft and borrowings**

Bank overdrafts and borrowings are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the Association's accounting policy for borrowing costs.



## ESWATINI FOOTBALL ASSOCIATION

### SUMMARY OF MATERIAL ACCOUNTING POLICIES

*for the year ended 31 December 2024*

#### 2.3 Capital grant

Capital grants is recognized when there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. The grants are related to the construction of technical centres and are recognized when the technical centres are constructed.

The amortization of the capital grant matches the depreciation method and period of the related asset.

#### 2.4 Taxation

No provision has been made for taxation as the Association is exempted from tax according to section 12 of the Income Tax Order, 1975 as amended.

#### 2.5 Grants

Grants from the Government of Eswatini, FIFA, and CAF are recognised when there is reasonable assurance that:

- the Association will comply with the conditions attaching to them; and
- the grants will be received.

A grant that becomes receivable as compensation for expenses or deficits already incurred or for the purpose of giving immediate financial support to the entity with no future related costs is recognised as income of the period in which it becomes receivable.

Grants related to assets, including non-monetary grants at fair value, are presented in the statement of financial position by setting up the grant as deferred income or by deducting the grant in arriving at the carrying amount of the asset.

Grants related to income are presented as a credit in the statement of comprehensive income.

Repayment of a grant related to income is applied first against any un-amortised deferred credit set up in respect of the grant. To the extent that the repayment exceeds any such deferred credit, or where no deferred credit exists, the repayment is recognised immediately as an expense.

Grants relating to the purchase of property, plant and equipment are recognised as capital grants in the statement of financial position and credited to the statement of comprehensive income on a reducing balance basis over the expected useful lives of the related assets.

#### 2.6 Other Income

Income is derived from gate takings, registration fees, rental, sponsorships, appeal and protest, accommodation at the technical centre and affiliation fees. Income is recognised on an accrual basis.

## ESWATINI FOOTBALL ASSOCIATION

### SUMMARY OF MATERIAL ACCOUNTING POLICIES

*for the year ended 31 December 2024*

#### **2.7 Operating expenses**

Operating expenses are recognised as an expense, at historical cost, in the period in which they are incurred to match the related income.

#### **2.8 Related parties**

The major related party to the Association apart from its Executive Committee members is the Government of Eswatini and Federation International de Football Association (FIFA) which exercises a significant influence over its financial and operating decisions as it provides funding for its annual budget.

#### **2.9 New standards and interpretation not yet adopted**

At the date of authorisation of the financial statements of the Eswatini Football Association for the year ended 31 December 2024, the following Standard and Interpretations were in issue but not yet effective:

IFRS 18 Will replace IAS 1 Presentation of financial statements and applies for annual periods beginning on or after 1 January 2027. The new standard introduces the following key new requirements:

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly defined operating profit subtotal. Entities net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

## ESWATINI FOOTBALL ASSOCIATION

### NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2024

#### 1. Property, plant and equipment

	Cost E	Accumulated Depreciation E	Carrying amount E
<b>2024</b>			
<b>Owned assets</b>			
Land and buildings	94 236 239	(21 433 919)	72 802 320
Furniture and fixtures	3 444 077	(1 841 705)	1 602 372
Motor vehicles	3 429 012	(2 069 942)	1 359 070
Office equipment	1 146 891	(797 776)	349 115
IT equipment	1 989 086	(1 583 073)	406 013
	<u>104 245 305</u>	<u>(27 726 415)</u>	<u>76 518 890</u>
<b>2023</b>			
<b>Owned assets</b>			
Land and buildings	94 236 239	(17 602 218)	76 634 021
Furniture and fixtures	3 290 444	(1 693 381)	1 597 063
Motor vehicles	3 429 012	(1 730 176)	1 698 836
Office equipment	1 146 891	(758 985)	387 906
IT equipment	1 776 641	(1 450 663)	325 978
	<u>103 879 227</u>	<u>(23 235 423)</u>	<u>80 643 804</u>



**ESWATINI FOOTBALL ASSOCIATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
*for the year ended 31 December 2024*

**1. Property, plant and equipment (continued)**

	Carrying amount at beginning of year E	Additions E	Disposals E	Transfers E	Depreciation E	Carrying amount at end of year E
<b>2024</b>						
Land and buildings	76 634 021	-	-	-	(3 831 701)	72 802 320
Furniture and fixtures	1 597 063	173 632	(19 999)	-	(148 324)	1 602 372
Motor vehicles	1 698 837	-	-	-	(339 767)	1 359 070
Office equipment	387 906	-	-	-	(38 791)	349 115
IT equipment	325 978	212 445	-	-	(132 410)	406 013
Work in progress	-	-	-	-	-	-
	<u>80 643 805</u>	<u>386 077</u>	<u>(19 999)</u>	<u>-</u>	<u>4 490 993</u>	<u>76 518 890</u>
<b>2023</b>						
Land and buildings	46 001 226	33 070 651	-	-	(2 437 856)	76 634 021
Furniture and fixtures	1 758 367	15 999	-	-	(177 303)	1 597 063
Motor vehicles	1 586 922	436 575	-	-	(324 661)	1 698 836
Office equipment	415 729	15 000	-	-	(42 823)	387 906
IT equipment	455 753	24 700	-	-	(154 475)	325 978
Work in progress	30 435 297	2 635 354	-	(33 070 651)	-	-
	<u>80 653 294</u>	<u>36 198 279</u>	<u>-</u>	<u>(33 070 651)</u>	<u>(3 137 118)</u>	<u>80 643 804</u>

**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 31 December 2024

	2024 E	2023 E
<b>1. Property, plant and equipment (continued)</b>		
<b>Property 1 Sigwaca House</b>		
The land and buildings are situated on Plot 582/2, Sheffield Road, Mbabane, named Sigwaca House. The property is being amortised using the reducing balance method to reduce the grant.		
Cost of property	17 640 498	17 640 498
Less accumulated depreciation	<u>(7 518 741)</u>	<u>(6 986 018)</u>
	<u>10 121 757</u>	<u>10 654 480</u>
<b>Property 2 (Lobamba Technical Centre)</b>		
Fair value of property	14 733 609	14 733 609
Less accumulated depreciation	<u>(5 938 525)</u>	<u>(5 475 625)</u>
	<u>8 795 084</u>	<u>9 257 984</u>
The revaluation was performed by Consortium Projects (Pty) Ltd on the 27 <sup>th</sup> May 2013. The revaluation was performed to determine the amount at which to recognise the property in the financial records of the Association as this property was constructed by FIFA and handed over to the Association in 2013.		
The land and buildings are situated in Lobamba.		
<b>Property 3 (Nhlangano Technical Centre)</b>		
Cost of property	5 466 583	5 466 583
Less accumulated depreciation	<u>(1 885 272)</u>	<u>(1 696 782)</u>
	<u>3 581 311</u>	<u>3 769 801</u>

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2024

	2024 E	2023 E
<b>1. Property, plant and equipment (continued)</b>		
Land and buildings situated in Nhlangano were constructed with a grant from FIFA. The buildings are depreciated over their expected useful life of 20 years from October 2016.		
The related asset grant is also amortised on a systematic basis over useful life of the asset.		
The Technical Centre was constructed on land with leasehold improvement over a 99-year lease period.		
<b>Lease hold improvement</b>		
The Association also holds land in the Lubombo and Hhohho regions on a leasehold improvement agreement of 99 years. The leasehold improvement agreement states that technical centres need to be constructed on the land.		
<b>Property 4 (KaLanga Technical Centre)</b>		
Cost of property	23 324 898	23 324 898
Less accumulated depreciation	(4 306 944)	(3 305 999)
	<u>19 017 954</u>	<u>20 018 899</u>
Land and buildings situated at Siteki were constructed with a grant from FIFA. The buildings are depreciated over expected useful life of 20 years from January 2023. The related asset grant is amortised on a systematic basis over useful life of the asset.		
<b>Property 5 (Mkhuzweni Technical Centre)</b>		
Cost of property	33 070 651	33 070 651
Less accumulated depreciation	(1 784 437)	(137 794)
	<u>31 286 214</u>	<u>32 932 857</u>
Land and buildings situated at Mkhuzweni were constructed with a grant from FIFA. The buildings are depreciated over expected useful life of 20 years from December 2024. The related asset grant is amortised on a systematic basis over useful life of the asset.		
<b>2. Trade and other receivables</b>		
Affiliation fees receivable	4 500	4 700
Employee loans and advances	112 788	18 828
Rental debtors	179 902	179 902
Other receivables	200 293	138 458
	<u>498 113</u>	<u>341 888</u>
Excepted credit losses	-	(24 500)
	<u>498 113</u>	<u>317 388</u>

**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 31 December 2024 (continued)

	<b>2024</b>	<b>2023</b>
	<b>E</b>	<b>E</b>
<b>3. Cash and cash equivalents</b>		
Nedbank (Swaziland) Limited – FIFA forward	173 604	615 307
Nedbank (Swaziland) Limited – current account	35 041	60 138
Nedbank (Swaziland) Limited – UD Dollar account	4 239	50 487
Eswatini Development and Savings Bank – call account	91 225	240 707
Eswatini Development and Savings Bank – Sihlangu account	776 362	176 800
First National Bank of Eswatini Limited – CAF account	25 402	1 116 120
First National Bank of Eswatini Limited – USD account	15 615	16 511
Eswatini Bank - Eswatini Govt Account	264 989	-
MTN Momo Account	4 110	0
	<u>1 390 586</u>	<u>2 276 070</u>
<b>4. Capital grant</b>		
<b>Property 1 (Sigwaca)</b>		
Capital grant	3 274 462	3 274 462
Less accumulated amortization	<u>(595 123)</u>	<u>(454 105)</u>
	<u>2 679 339</u>	<u>2 820 357</u>
Land and buildings situated in Mbabane were improved using grants received from FIFA. The grants is amortised over their expected useful life of 20 years.		
<b>Property 1 (Lobamba Technical Centre)</b>		
Capital grant	14 733 609	14 733 609
Less accumulated amortization	<u>(12 301 909)</u>	<u>(12 173 925)</u>
	<u>2 431 700</u>	<u>2 559 684</u>
Land and buildings situated in Lobamba were constructed by FIFA and handed over to the Association in 2013. The grants is amortised over their expected useful life of 20 years.		
<b>Property 3 (Nhlangano Technical Centre)</b>		
Capital grant	5 466 583	5 466 583
Less accumulated amortization	<u>(1 885 272)</u>	<u>(1 696 782)</u>
	<u>3 581 311</u>	<u>3 769 801</u>
Land and buildings situated in Nhlangano were constructed with a grant from FIFA. The grant is amortised over their expected useful life of 20 years from October 2016.		
<b>Property 4 (KaLanga Technical Centre)</b>		
Capital grant	23 324 898	23 324 898
Less accumulated amortization	<u>(4 306 944)</u>	<u>(3 305 999)</u>
	<u>19 017 954</u>	<u>20 018 899</u>



Land and buildings situated at Siteki were constructed with a grant from FIFA. The grant is amortised over expected useful life of 20 years from January 2023.

**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 31 December 2024 (continued)

	2024 E	2023 E
<b>4. Capital grant (continued)</b>		
<b>Property 5 (Mkhuzweni Technical Centre)</b>		
Capital grant	33 070 651	33 070 651
Less accumulated amortization	<u>(1 784 437)</u>	<u>(137 794)</u>
	<u>31 286 214</u>	<u>32 932 857</u>
Land and buildings situated at Mkhuzweni were constructed with a grant from FIFA. The grant is amortised over expected useful life of 20 years from December 2024.		
Total	<u>58 996 518</u>	<u>62 101 598</u>
<b>5. Trade and other payables</b>		
Tax on board members allowances	273 084	273 084
Other accruals	4 562 872	682 089
Salaries payable	<u>-</u>	<u>329 809</u>
	<u>4 835 956</u>	<u>1 284 982</u>

	Opening balance E	Additions E	Utilised during the year E	Total E
<b>6. Provisions</b>				
<b>2024</b>				
<b>Reconciliation of provisions</b>				
Gratuity	442 844	152 916	(282 158)	313 602
Severance pay	<u>18 397</u>	<u>-</u>	<u>-</u>	<u>18 397</u>
	<u>461 241</u>	<u>152 916</u>	<u>(282 158)</u>	<u>331 999</u>
<b>2023</b>				
<b>Reconciliation of provisions</b>				
Gratuity	240 835	283 422	(81 413)	442 844
Severance pay	<u>18 397</u>	<u>-</u>	<u>-</u>	<u>18 397</u>
	<u>259 232</u>	<u>283 422</u>	<u>(81 413)</u>	<u>461 241</u>

**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 31 December 2024 (continued)

	2024 E	2023 E
<b>7. Cash generated from operations</b>		
Surplus before taxation	(4 984 121)	(1 289 708)
<i>Adjustments for:</i>		
Depreciation and amortisation	1 403 516	1 336 551
Interest received	(12 045)	(14 743)
Finance costs	84 494	104 773
Exchange rate difference on cash and cash equivalents	2 458	(5 265)
Non-cash expenses	-	-
<i>Changes in working capital</i>		
Movements in provisions	(129 242)	202 009
Trade and other receivables	(178 330)	579 114
Trade and other payables	3 550 974	(449 866)
	<u>(262 296)</u>	<u>462 865</u>

**8. Financial instruments**

The fair values of quoted investments are based on current bid prices. If the market for a financial asset is not active (and for unlisted securities), the Association establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis, and option pricing models making maximum use of market inputs and relying as little as possible on entity-specific inputs.

**Financial risk factors**

The Association's activities expose it to a variety of risk, credit risk, liquidity risk and cash flow interest risk. The Association's overall risk management programme focuses on the unpredictability of the financial markets and seeks to minimise potential adverse effects on the financial performance of the entity.

Risk management is carried out under policies approved by the executive committee. The executive committee identify, evaluates and hedges financial risks. The executive committee provide written principles for overall risk management, as well as for specific areas such interest rate risk, credit risk and investing excess liquidity.

## NOTES TO THE FINANCIAL STATEMENTS

*for the year ended 31 December 2024 (continued)*

### 8. Financial instruments (continued)

#### *Market risk*

Market risk includes currency risk, interest rate risk and equity price risk. From time-to-time derivative financial instruments are entered into to reduce this exposure to market risk.

##### (a) Currency risk

The Association was not exposed to significant currency risk at the reporting date.

##### (b) Interest rate risk

The Association's income and operating cash flows are substantially independent of changes in market interest rates and the Association will lend at fixed rates, and its exposure to interest rate risk is reflected under the respective money market investments.

#### *Liquidity risk*

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding from an adequate amount of committed credit facilities and the ability to close out market positions. The Association remains confident that the available cash resources and borrowing facilities will be sufficient to meet its funding requirements.

#### *Operational risk*

Operational risk is the risk of direct or indirect loss resulting from inadequate or failed internal processes, people and systems or from external events.

The initiation of all transactions and their administration is conducted on the foundation of segregation of duties that has been designed to ensure materially the completeness, accuracy and validity of all transactions. These controls are augmented by management and executive review of control accounts and systems, electronic and manual checks and controls, back-up facilities and contingency planning. The internal control system and procedures are also subjected to regular internal audit reviews.

#### *Credit risk*

##### **Cash flow and fair value interest rate risk**

The Association's income and operating cash flows are affected, but not to a significant extent, by changes in the market interest rates.



**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 31 December 2024 (continued)

**8. Financial instruments (continued)**

**Fair value estimation**

The nominal value less impairment provision of trade payables and receivables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate available to the Association for similar financial instruments.

	2024 E	2023 E	
<b>Borrowings</b>			
<i>Financial liabilities</i>			
Borrowings	576 478	823 537	
<i>Less: Finance costs</i>			
Finance costs	(92 641)	(177 497)	
<b>Total borrowings</b>	483 837	646 040	
	<b>1 year E</b>	<b>1 – 5 years E</b>	<b>Total E</b>
<b>2024</b>			
Capital	247 058	329 420	576 478
Finance cost	(59 424)	(33 217)	(92 641)
Present value	187 634	296 203	483 837
<b>2023</b>			
Capital	247 059	576 478	823 537
Finance cost	(84 856)	(92 641)	(177 497)
Present value	162 203	483 837	646 040

The borrowings are in respect of motor vehicles purchase under a loan from Eswatini Development and Savings Bank. Loans are secured by lien over the financed assets and loan attracts interest at prime +3.5%, and payable at monthly instalments of E19 347 over a remaining period of 52 months.

**NOTES TO THE FINANCIAL STATEMENTS**  
*for the year ended 31 December 2024 (continued)*

	2024 E	2023 E
<b>10. Deferred grants</b>		
Opening balance	-	9 971 069
Grants received	-	-
Grants utilized	-	-
Transfer to capital grant	-	(9 971 069)
	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>

This relates to grants received that were not utilised.

**11. Going concern**

The executive committee believe that the Association has adequate financial resources to continue operating for the next 12 months and beyond from the date of issue of these financial statements and accordingly the financial statements have been prepared on a going concern basis.

**12. Russia/Ukraine conflict and Israel/Palestine conflict**

The war between Russia/Ukraine and Israel/Hamas had no direct financial impact on the financial statements. The organization neither holds any investments in Russia/Israel, nor does it have any partners in Russia/Israel.

**13. Event after the reporting period**

There are no events that occurred subsequent to the reporting period date and up to the date of approval of these financial statements which needs to be disclosed or requires an adjustment.

## DETAILED STATEMENT OF FINANCIAL PERFORMANCE - COMBINED

for the year ended 31 December 2024

	2024 E	2023 E
<b>Revenue</b>		
Government of Eswatini subvention	6 250 000	5 000 000
FIFA grant	29 651 465	28 339 916
CAF grant	4 988 621	5 159 227
	<u>40 890 086</u>	<u>38 499 143</u>
<b>Other income</b>		
COSAFA	-	98 090
Other marketing branding income	95 700	69 416
USA Embassy sponsor	-	122 128
FIFA special projects	2 620 928	2 281 333
TV rights	-	1 228 104
Sundry income	1 621 452	1 175 879
Rental income	908 619	488 998
Affiliation fees	1 600	1 600
	<u>5 248 299</u>	<u>5 465 548</u>
<b>Operating expenses</b>		
Assessment rates and rent	237 375	187 312
Bank charges	268 573	289 798
CAF competition expenses	432 780	225 085
Cleaning	398 756	213 639
Car rental	6 307	119 379
Claims and allowances	5 995 542	5 957 403
Computer expenses	212 929	452 544
Consulting fees	33 491	99 087
COVID 19	-	48 500
Depreciation	4 508 596	3 137 117
Electricity and water	493 461	461 076
Employee costs	7 342 115	8 021 292
Grant to affiliates	3 500 000	3 095 649
Insurance	201 345	215 368
Marketing and promotions	172 901	112 396
FIFA football for schools programme	929 346	-

**DETAILED STATEMENT OF FINANCIAL PERFORMANCE - COMBINED**  
*for the year ended 31 December 2024 (continued)*

	<b>2024</b> <b>E</b>	<b>2023</b> <b>E</b>
<b>Operating expenses (continued)</b>		
Audit fees	211 181	200 375
Build IT U13	88 665	77 249
Communication	265 132	302 252
COSAFA	554 670	576 650
Courier and postage	54 009	218 415
Fines	-	58 492
Futsal Football League	48 651	104 132
International representation	750 314	1 056 214
Legal fees	196 900	-
Medical expenses	317 551	226 011
Motor vehicle repairs and maintenance	870 853	1 758 831
Printing and stationery	450 060	575 803
Properties repairs and maintenance	667 901	654 698
Security	360 504	222 261
Social responsibility and hospitality	24 000	45 000
Sports equipment and uniforms	630 688	1 635 452
Stadium hire levy	974 955	578 680
Subscriptions	48 300	40 395
Telephone and fax	84 590	41 656
FIFA special projects	259 553	1 458 036
Training and preparations	461 222	232 563
Travel and accommodation	18 229 102	11 621 610
Write off	2 396	24 500
Women football expenses	762 886	824 714
	<u>51 047 599</u>	<u>45 169 634</u>
<b>Operating (deficit)</b>	<u>(4 909 214)</u>	<u>(1 204 943)</u>
Finance costs	(84 494)	(104 773)
Gain on foreign exchange	(2 458)	5 264
Interest income	12 045	14 743
<b>(Deficit) for the year before transfer to / from deferred funds</b>	<u>(4 984 121)</u>	<u>(1 289 709)</u>
<b>Deferred grants</b>	<u>-</u>	<u>-</u>
<b>Deficit for the year</b>	<u>(4 984 121)</u>	<u>(1 289 709)</u>







## BUDGET 2026





**ESWATINI FOOTBALL ASSOCIATION**  
**EFA BUDGET 2026**

	Actual 2024 E	Budget 2026 E
<b>REVENUE</b>		
Government of Eswatini	6,250,000	5,625,000
FIFA Grant	29,651,465	28,000,000
CAF Grant	4,988,621	5,000,000
	40,890,086	38,625,000
<b>Other Income</b>		
TV rights	0	1,200,000
Other marketing activities	95,700	70,000
FIFA Special Projects	2,620,928	850,000
Sundry income	1,621,452	1,100,000
Rental income	908,619	500,000
Affiliation fees	1,600	1,600
	5,248,299	3,721,600
	46,138,385	42,346,600
<b>OPERATING EXPENSES</b>		
Assesment rates and rent	237,375	250,000
Bank charges	268,573	300,000
Competitions Expenses	432,780	500,000
Cleaning	398,756	400,000
Car rentals	6,307	200,000
Claims and allowances	5,995,542	6,500,000
Computer expenses	212,929	300,000
Consultancy Fees	33,491	100,000
Depreciation	4,508,596	4,500,000
Electricity and water	493,461	500,000
Employee costs	7,342,115	8,021,292
Grant to affiliates	3,500,000	3,600,000
Insurance	201,345	220,000
Marketing and promotions	172,901	200,000
Audit fees	211,181	220,000
BuildIt U13	88,665	100,000
Communication	349,721	360,000



COSAFA	554,670	600,000
Courier and postage	54,009	200,000
Fines	0	0
Futsal League	48,651	100,000
International Representation	750,314	1,200,000
Legal fees	196,900	300,000
Medical expenses	317,551	350,000
Motor vehicle repairs and maintenance	870,853	1,000,000
FIFA Football for Schools	929,346	500,000
Printing and Stationery	450,060	600,000
Properties repairs and maintenance	667,901	700,000
Security	360,504	300,000
Social Responsibility and Hospitality	24,000	100,000
Sports equipment and uniforms	630,688	1,200,000
Stadium hire	974,955	500,000
Subscriptions	48,300	55,000
FIFA Special Projects	259,553	300,000
Training and preparations	461,222	500,000
Travel and accommodation	18,229,102	12,000,000
Write-off	2,396	90,000
Women football expenses	762,886	800,000
	51,047,599	47,666,292
Operating surplus/deficit	(4,909,214)	(5,319,692)
Finance costs	(84,494)	(100,000)
Gain of foreign exchange	(2,458)	30,000
Interest income	12,045	10,000
Transfer to deferred grant	(4,984,121)	(5,379,692)
Surplus /(deficit) fo the year	(4,984,121)	(5,419,692)



## APPENDICES



**Appendix 1: List of participants for the various technical courses, workshops and technical activities implemented in the period under review**

TECHNICAL AREAS	ACTIVITY	SPECIFIC DATES	PARTICIPANTS	STAKEHOLDER
<b>EDUCATION</b>				
	Basic coaching course	April to June, 2024	20	MRFA
	Basic coaching course	May to July, 2024	13	LRFA
	Goalkeeping coaching course	June to August, 2024	18	Nationwide
	Intermediate coaching course	July to September, 2024	15	HRFA
	FIFA football for schools	2 <sup>nd</sup> to 4 <sup>th</sup> September, 2024	60 Educators	Nationwide
	intermediate coaching course	July to October, 2024	24	MRFA
	Basic coaching course	July to September, 2025	24	MRFA
	FIFA Mentorship course	14-18 July, 2025	25	Nationwide

<b>INTERNATIONAL COURSES</b>				
<b>COSAFA FUTSAL COURSE (Three representatives from Eswatini football association)</b>				
NO	PARTICIPANT	DESIGNATION	COURSE STRUCTURE	STAKEHOLDER
1	Ntokozo Gwebu	Elangeni Primary School	Online learning	EFA
2	Nicholas Dlamini	John Wesley High School	Online learning	EFA
3	Sifiso Dlamini	St Christopher's High School	Online learning	EFA
<b>FIFA MENTORING COURSE (Four Representatives From Eswatini Football Association)</b>				
NO	PARTICIPANT	DESIGNATION	COURSE STRUCTURE	STAKEHOLDER
1	Anthony Mdluli	EFA technical instructor	Online/onsite learning	EFA
2	Sindiso Gama	EFA technical instructor	Online/onsite learning	EFA
3	Musa Mamba	EFA technical instructor	Online/onsite learning	EFA
4	James Kunene	EFA technical instructor	Online/onsite learning	EFA

YOUTH FOOTBALL 2025				
	Build It -U-13 Boys Tournament	14 <sup>th</sup> June, 2025	160 Players	Siteki Store
	Build It -U-13 Boys Tournament	12 <sup>th</sup> July, 2025	160 Players	Manzini
	Build It -U-13 Boys Tournament	19 <sup>th</sup> July, 2025	160 Players	Siphofaneni
	Build It -U-13 Boys Tournament	26 <sup>th</sup> July, 2025	160 Players	Matsapha
	Build It -U-13 Boys Tournament	2 <sup>nd</sup> August, 2025	160 Players	Buhleni
BUILD-IT CHAMPIONSHIPS 2025				
	NAME OF STORE	CHAMPIONS	RUNNERS UP	BEST PLAYER
	Siteki	Korea	Mkhutjana	Fisokuhle Tsabedze
	Manzini	Manzini Wanderers	Royal Leopards	Junior Sibandze
	Siphofaneni	Rhinos	Al Nasser	Basanda Mabuyakhulu
	Matsapha	Professionals	Super 16	Sibonelo Mayisela
	Buhleni	Ntaba Swallows	Fontotje	Okwezulu Dlamini

TECHNICAL AREAS	ACTIVITY	SPECIFIC DATES	PARTICIPANTS	STAKEHOLDER
GRASSROOTS WORKSHOPS AND FESTIVALS				
	Nkambeni (workshop)	4 <sup>th</sup> Nov, 2024	35 coaches & 80 children	HRFA
	Ntfonjeni(workshop)	18 <sup>th</sup> Nov, 2024	23 teachers &15 children	Primary school
	Nkhaba (workshop)	12 <sup>th</sup> Feb, 2025	17 teachers	Primary school
	Nhlanagno(workshop)	21 <sup>st</sup> Feb, 2025	23 coaches & 118 children	SRFA
	Hlatikulu(workshop)	6 <sup>th</sup> March, 2025	18 coaches &38 children	SRFA
	Kutsimuleni (workshop)	8 <sup>th</sup> April, 2025	16 teachers	12 schools
	Maseyisini (festival)	22 <sup>nd</sup> April, 2025	250 children	SRFA
	Etjendlovu (festival)	29 <sup>th</sup> April, 2025	55 children	SRFA
	Magubheleni and Gege(festival)	22 <sup>nd</sup> April, 2025	104 children	SRFA
	Mkhitsini(festival)	07 <sup>th</sup> June, 2025	70 children	SRFA



## GRASSROOTS COURSES

	Grassroots course (Madlangempisi)	27 <sup>th</sup> to 30 <sup>th</sup> Jan, 2025	33 coaches	Hhohho
	Grassroots course (Nhlangano)	17 <sup>th</sup> to 20 <sup>th</sup> Feb, 2025	21 coaches	Shiselweni
	Grassroots course (Shewula)	11 <sup>th</sup> to 14 <sup>th</sup> March, 2025	31 coaches	Lubombo

## GRASSROOTS CENTRES CTIVITIES

	NAME OF CENTRE	FREQUENCY OF ACTIVITY	AVERAGE ATTENDANCE	STAKEHOLDER
	Maseyisini	Twice a week	100 children	SRFA
	Makhwelela	Twice a week	540 children	SRFA
	Mkhitsini	Twice a week	50 children	SRFA
	King sobhuza	Twice a week	50 children	SRFA
	Shewula	Twice a week	50 children	LRFA
	Nkambeni	Twice a week	50 children	HRFA
	Mliba	Twice a week	50 children	MRFA

## TALENT DEVELOPMENT SCHEME (TDS) TRAINING

TDS CENTRES ACTIVITIES				
NO	NAME OF CENTRE	FREQUENCY OF ACTIVITY	ATTENDANCE	STAKEHOLDER
1	Kalanga	Three training sessions	10 to 20	MRFA
2	Lobamba	Three training sessions	10 to 20	HRFA
3	Nhlangano	Three training sessions	10 to 20	SRFA
4	Manzini (Zakhele)	Three training sessions	10 to 20	MRFA
5	Matsapha (New village)	Three training sessions	10 to 20	MRFA
6	Piggs peak	Three training sessions	10 to 20	HRFA
7	Buhleni (Mkhuzweni)	Three training sessions	10 to 20	HRFA
8	Matsapha (Kwaluseni)	Three training sessions	10 to 20	MRFA
9	Siphofaneni	Three training sessions	10 to 20	LRFA
10	Mbabane	Three training sessions	10 to 20	HRFA

## TALENT DEVELOPMENT SCHEME (TDS) COMPETITIONS

TDS CENTRE GAMES (26 <sup>TH</sup> APRIL, 2025)										
UNDER 17 BOYS LOG										
POSITION	TEAM	P	W	D	L	F	A	GD	PTS	RANKING
<u>1</u>	Mbabane	5	3	2	0	6	1	5	11	Champions-gold medallists
<u>2</u>	Manzini	5	3	0	2	8	6	2	9	Runners up-silver medallists
<u>3</u>	Siteki	5	1	3	1	5	5	0	6	Third place-bronze medallists
<u>4</u>	Nhlangano	5	1	2	2	4	5	-1	5	
<u>5</u>	Lobamba	5	0	4	1	2	3	-1	4	
<u>6</u>	Siphofaneni	5	1	1	3	5	10	-5	4	

TDS CENTRE GAMES ( 26 <sup>TH</sup> APRIL, 2025)										
UNDER 15 BOYS LOG TABLE										
POSITION	TEAM	P	W	D	L	F	A	GD	PTS	RANKING
1	Manzini	4	4	0	0	17	4	13	12	Champions-gold medallists
2	Mbabane	4	3	0	1	11	4	7	9	Runners up-silver medallists
3	Lobamba	4	2	0	2	12	9	3	6	Third place-bronze medallists
4	Nhlanagno	4	1	0	3	6	11	-5	3	
5	Siphofaneni	4	0	0	4	3	21	-18	0	

TDS CENTRE GAMES ( 26 <sup>TH</sup> APRIL, 2025)										
UNDER 17 GIRLS LOG TABLE										
POSITION	TEAM	P	W	D	L	F	A	GD	PTS	RANKING
1	Mbabane	3	3	0	0	17	3	14	9	Champions-gold medallists
2	Mkhuzweni	3	1	1	1	5	8	-3	4	Runners up-silver medallists
3	Matsapha	3	1	0	2	4	8	-4	3	Third place-bronze medallists
4	Lobamba	3	0	1	2	1	8	-7	1	

## **WOMEN FOOTBALL ACTIVITIES**

### **CAF/COSAFA Women Football Clubs Development workshop**

COSAFA extended an invitation to all women football clubs to send a representative for training under the auspices of the CAF/COSAFA Women Football Clubs Development workshop that commenced on the 11<sup>th</sup> November 2024 and scheduled to conclude on the 14<sup>th</sup> November 2024.

The following individuals have been presented to participate in the workshop.

<b>NO.</b>	<b>FULL NAME</b>	<b>CLUB/ AFFILIATE</b>	<b>POSITION</b>	<b>CONTACT NO.</b>
1	Siboniso Tsabedze	Manzini Wanderers FC	GS	+26876672928
2	Nondumiso Mthembu	Green Mamba FC	GS	+26876065963
3	Andile Bhembe	Interladies FC	GS	+26879762040
4	Tebesutfu Masilela	Red Rhinos FC	GS	+26876553318
5	Nozipho Zikalala	Mbabane Swallows FC	GS	+26876880591
6	Mancoba Dlamini	Southern Divas FC	GS	+26876296932
7	Gerald Dlamini	Young Buffaloes FC	GS	+26876155885
8	Lungile Gamedze	Royal Leopards FC	GS	+26876072830
9	Nonhlanhla Ndlovu	Sidwashini Ladies	GS	+26878181445
10	Nompumelelo Shabangu	Mbekelweni Ladies FC	GS	+26878131100
11	Gugu Fakudze	Denver Sundowns FC	GS	+26876372945
12	Mncedisi Mngomezulu	Nsingizini Hotspurs FC	GS	+268 7690 4531
13	Nomcebo Mngomezulu	Mjingo High School	GS	+268 79053686
14	Nomfundo Dladla	Moyeni High School	GS	+26876859454
15	Sindi S. Dlamini	Lobamba Lomdzala High School	GS	+26876054909
16	Menzi Ndlangamandla	Lobamba National High School	GS	+26879031091
17	Bheki Ndwandwe	St Francis High School	GS	+26879575080
18	Thembekile Dlamini	Kwaluseni Primary School	GS	+26879178113
19	Cebile Magagula	Entuthukweni Primary School	GS	+26876041381
20	Goje Sibandze	Hillside High School	GS	+26879229173

- The workshop programme has been enclosed in the next page.





## 2024 COSAFA Women's Club Development Workshop

(11 November 2024 - 14 November 2024)

### Programme

Topic	Subtopics	Presenter/ Speaker	Date	Time (Central African Time)
Day 1 (11/11/2024)				
Official Opening	Welcome Remarks and Introductions	Sue Destombes	11/11/2024	9:30 AM - 10:00 AM
1. Governance & Legal Matters	1. Compliance	Ashford Mamelodi	11/11/2024	10:00 AM - 11:00 AM
	2. Club Ownership and Sustainability		11/11/2024	11:00 AM - 12:00 PM
	3. Question & Answer Session	Moderated by Mr Ashford Mamelodi	11/11/2024	12:00 PM - 12:15 PM
	Break	Break	Break	Break
2. Special working conditions for female players	FIFA Women's Football Minimum Labor Conditions	Marco Antonio Amezcua Rubio	11/11/2024	2:00 PM - 3:00 PM
Day 2 (12/11/2024)				
3. Club Operations & Stadium Management	1. Match Day Preparations	Joshua Knipp & Xolilwe (CAF Safety & Security)	12/11/2024	9:00 AM - 10:00 AM
	2. Administration & Planning	Joshua Knipp	12/11/2024	10:00 AM - 11:00 AM
	3. Question & Answer Session	Facilitated by Joshua Knipp	12/11/2024	11:00 AM - 11:15 PM
	Break	Break	Break	Break
	4. Club Licensing Professionalization	Muhammed F. Sidat	12/11/2024	12:00 PM - 1:00 PM
	5. Question & Answer Session	Moderated by Muhammed F Sidat	12/11/2024	1:00 PM - 1:15 PM
	Break	Break	Break	Break



	6. Safety and Security Management	Xolilwe (CAF Security)	12/11/2024	1:30 PM - 2:30 PM
	7. Group Discussions/Question & Answer Session	Facilitated by Xoliwe	12/11/2024	2:30 PM - 2:45 PM
Day 3 (13/11/2024)				
3. Sporting Strategy & Player Development	1. Player Pathways and Development	Meskerem T Goshime	13/11/2024	9:00 AM -10:00 AM
	2. Grassroots and Youth Development.	& Fran Hilton-Smith	13/11/2024	10:00 AM - 11:00 AM
	3. Data analytic & Performance Analysis	Sinesipho Mali	13/11/2024	11:00 AM - 12:00 PM
Day 4 (14/11/2024)				
6. Marketing & Communication	1. Sponsorship and Marketing Strategies	Jules McGeever	14/11/2024	9:00 AM -10:00 AM
	2. Fan Engagement and Brand Development	Jules McGeever	14/11/2024	10:00 AM - 11:00 AM
	3. Group Discussions	Jules McGeever	14/11/2024	11:00 AM - 11:15 AM
	Break	Break	Break	Break
	4. Social Media and Digital Platforms (OTT Platforms e.g. FIFA Plus/ CAF TV / COSAFA TV)	Nick Said	14/11/2024	1:00 PM - 2:00 PM
	5. Media Relationship Management	Nick Said	14/11/2024	2:00 PM - 3:00 PM
	6. Group Discussions	Facilitated by Nick Said	14/11/2024	3:00 PM - 3:15 PM
	Closing Ceremony	Sue Destombes	14/11/2024	3:15 PM - 3:30 PM

NB: The time zone for this programme is Central Africa Time

**WOMEN FOOTBALL ( SCHOOL LEAGUE- 2025)**
**PC SYSTEMS EFA Under 19 GIRLS log Table**

POSITION	TEAM	P	W	D	L	F	A	GD	PTS
1	Ngwane Park	9	8	0	1	42	9	33	24
2	Lozitha	9	7	2	0	28	9	23	23
3	Mjinga	9	6	2	1	29	8	21	20
4	Moyeni	8	6	1	1	21	7	14	19
5	St Mary's	9	5	3	1	51	11	40	18
6	Woodlands	8	5	2	1	23	8	15	17
7	Mbabane Central	8	4	2	2	14	14	0	14
8	Swazi National	9	4	1	4	33	13	20	13
9	Somnjalo	9	4	1	4	16	8	8	13
10	St Pauls	9	3	2	4	8	17	-9	11
11	Lobamba National	8	3	1	4	20	17	3	10
12	Elangeni	8	3	0	5	14	18	-4	9
13	Lobamba Lomdzala	8	1	3	4	15	18	-3	6
14	St Francis	8	1	1	6	6	17	-11	4
15	John Wesley	8	1	0	7	3	52	-49	3
16	St Christopher's	8	0	1	7	4	27	-23	1
17	Kobe	9	0	0	9	2	76	-74	0

## FIFA FOOTBALL FOR SCHOOLS (F4S) ACTIVITIES

WOMEN FOOTBALL ( FOOTBALL FOR SCHOOLS)									
Under 15 GIRLS Log Table									
POSITION	TEAM	P	W	D	L	F	A	GD	PTS
1	John Wesley	9	7	1	1	26	8	18	22
2	Elangeni	9	7	0	2	32	5	27	21
3	Ezulwini catholic	9	6	1	3	23	8	15	19
4	Lobamba national	9	6	1	2	19	9	10	19
5	SOS	9	4	0	5	19	17	2	12
6	Lobamba primary school	9	4	0	5	8	21	-13	12
7	Sydney Williams	9	3	2	4	14	21	-13	11
8	Enthuthukweni	9	3	1	5	9	13	-4	10
9	Kobe	9	1	1	7	7	28	-21	4
10	Romans	9	0	1	8	6	35	-29	1



# YOUTH FOOTBALL (FOOTBALL FOR SCHOOLS)

## Under 15 Boys Log Table

Position	Team	P	W	D	L	F	A	GD	Pts
1	Mjingo High	9	7	2	0	34	7	27	<b>23</b>
2	St Mary's High	10	7	2	1	30	10	20	<b>23</b>
3	Ngwane Park	9	5	3	1	29	4	25	<b>18</b>
4	Mbabane Central High	8	6	0	2	14	8	6	<b>18</b>
5	Hillside High	9	5	2	2	19	12	7	<b>17</b>
6	Lobamba Lomdzala	7	3	3	1	12	6	6	<b>12</b>
7	Lozitha High	9	3	1	5	14	18	-4	<b>10</b>
8	Lobamba National High	10	3	1	6	15	22	-7	<b>10</b>
9	Zombodze High	7	3	0	4	7	19	-12	<b>9</b>
10	Elangeni High	8	3	0	5	9	23	-14	<b>9</b>
11	Swazi National High	8	2	1	5	9	12	-3	<b>7</b>
12	St Paul's High	10	2	1	7	6	16	-10	<b>7</b>
13	John Wesley High	8	2	0	6	7	30	-23	<b>6</b>
14	J Wesley Primary	0	0	0	0	0	0	0	<b>0</b>
15	Stand By	0	0	0	0	0	0	0	<b>0</b>
16	Woodlands High	6	0	0	6	0	18	-18	<b>0</b>

# EFA SCHOOLS FUTSAL TOURNAMENT (2024 JUNE TO JULY, 2024)

## Manzini Zone U-15 Girls Primary School

POSITION	TEAM	P	W	D	L	F	A	GD	PTS
1	Sydney Williams	4	3	0	1	13	5	8	9
2	Kwaluseni Infant	4	3	0	1	11	7	4	9
3	Enjabulweni	4	0	0	4	0	12	-12	0

## Manzini Zone U-15 Boys Primary School

POSITION	TEAM	P	W	D	L	F	A	GD	PTS
1	Kwaluseni Infant	4	4	0	0	19	6	13	12
2	Sydney Williams	4	2	0	2	12	13	-1	6
3	Enjabulweni	4	0	0	4	0	12	-12	0

## Lobamba Zone U-15 Girls Primary School

POSITION	TEAM	P	W	D	L	F	A	GD	PTS
1	Elangeni	4	4	0	0	13	5	8	12
2	Ezulwini Catholic	4	3	0	1	14	9	5	9
3	Lobamba National	4	2	0	2	11	7	4	6
4	Kobe	4	0	0	4	2	13	-11	0
5	John Wesley	4	0	0	4	0	12	-12	0

## Lobamba Zone U-15 Boys Primary School

POSITION	TEAM	P	W	D	L	F	A	GD	PTS
1	Lobamba National	4	4	0	0	18	7	11	12
2	Elangeni	4	3	0	1	35	10	25	9
3	Ezulwini Catholic	4	2	0	2	14	12	2	6
4	Kobe	4	1	0	3	5	31	-26	3
5	John Wesley	4	0	0	4	0	12	-12	0

## EFA SCHOOLS FUTSAL TOURNAMENT (2024 JUNE TO JULY, 2024)

### Manzini Zone U 19 Girls High School

Position	TEAM	P	W	D	L	F	A	GD	Pts
1	Moyeni High	4	2	2	0	18	7	11	8
2	Ngwane Park High	4	2	1	1	12	7	5	7
3	Swazi National	4	2	0	2	9	16	-7	6
4	Mjingo High	4	1	1	2	11	14	-3	4
5	Enjabulweni High	4	0	0	4	0	12	-12	0

### Manzini Zone U 15 Boys High School

Position	Team	P	W	D	L	F	A	GD	Pts
1	Zombodze High	3	2	1	0	16	8	8	7
2	Ngwane Park High	3	2	0	1	12	11	1	6
3	Swazi National	3	1	1	1	11	11	0	4
4	Enjabulweni High	3	0	0	3	0	9	-9	0

### Manzini Zone U-20 Boys High School

Position	Team	P	W	D	L	F	A	GD	Pts
1	Ngwane Park	3	3	0	0	27	16	11	9
2	Zombodze	3	2	0	1	18	17	1	6
3	Swazi National	3	1	0	2	8	10	-2	3
4	Enjabulweni	3	0	0	3	8	18	-10	0

### Lobamba Zone U-15 Boys High School

Position	Team	P	W	D	L	F	A	GD	PTS
1	Somnjaloze	5	4	1	0	16	6	10	13
2	Lobamba National	5	4	0	1	17	8	9	12
3	St Mary's	5	3	1	1	16	8	8	10
4	Kobe	5	2	0	3	6	9	-3	6
5	Elangeni	5	1	0	4	3	12	-9	3
6	Woodlands	5	0	0	5	0	15	-15	0

### Lobamba Zone U-20 Boys High School

POSITION	TEAM	P	W	D	L	F	A	GD	PTS
1	Lobamba Lomdzala	6	5	0	1	26	16	10	15
2	St Mary's High	6	4	1	1	31	13	18	13
3	Somnjaloze High	6	4	1	1	24	17	7	13
4	Lobamba National	6	4	0	2	25	17	8	12
5	Kobe High	6	2	0	4	12	25	-13	6
6	Elangeni	6	1	0	5	3	15	-12	3

## FUTSAL ACTIVITIES

FUTSAL NATIONAL CHAMPIONSHIPS (26 <sup>TH</sup> JULY, 2024) HIGH SCHOOLS' SECTION			
NO	CATEGORY	WINNERS	PRIZES
1	Under 15 Girls	Ngwane Park High School	Team Trophy And Gold Medals
2	Under 15 Boys	Ngwane Park High School	Team Trophy And Gold Medals
3	Under 19 Girls	Ngwane Park High School	Team Trophy And Gold Medals
4	Under 20 Boys	Ngwane Park High School	Team Trophy And Gold Medals

FUTSAL NATIONAL CHAMPIONSHIPS (26 <sup>TH</sup> JULY, 2024) PRIMARY SCHOOLS' SECTION		
CATEGORY	WINNERS	PRIZES
Under 15 Girls	Elangeni Primary School	Team Trophy And Gold Medals
Under 15 Boys	Lobamba National Primary School	Team Trophy And Gold Medals

## PREMIER LEAGUE FOOTBALL CLUBS WITH A WOMEN'S TEAM

TECHNICAL AREAS	ACTIVITY	SPECIFIC DATES	PARTICIPANTS	STAKEHOLDER
Club licensing (Sporting criteria)				
	Club monitoring	February to match, 2024	14 teams	Premier league teams
	Club monitoring	February to match, 2024	14 teams	First division teams
	Club monitoring	February to match, 2024	12 teams	Women football teams



**Subject:** Basic coaching course

**Period:** October, 2024

**Instructor (s):** James Kunene

**Venue:** Mbikwakhe Alliance Church

NO	SURNAME AND NAME	RESULTS	STAKEHOLDER
1	Nhlabatsi Ntandoyenkosi	Pass	Nationwide
2	Nhleko Obed	Pass	Nationwide
3	Ngwenya Nkosingiphile	Pass	Nationwide
4	Shongwe Sizwe	Pass	Nationwide
5	Mtstfwa Lindokuhle	Pass	Nationwide
6	Mndzebele Nontobeko	Pass	Nationwide
7	Vilakati Nokwanda	Pass	Nationwide
8	Hlophe Sandile	Pass	Nationwide
9	Shabangu Sibonginkhosi	Pass	Nationwide
10	Mkhabela Tengetile	Pass	Nationwide
11	Mkhabela Wandile	Pass	Nationwide
12	Shongwe Eugene	Pass	Nationwide
13	Dvuba Lwazi	Pass	Nationwide
14	Mtstfwa Cebisa	Pass	Nationwide
15	Mkhabela David	Pass	Nationwide
16	Ginindza Mazwi	Pass	Nationwide
17	Dlamini Nosipho	Pass	Nationwide
18	Dlamini Saneliso	Pass	Nationwide
19	Ngobese Mathokoza	Pass	Nationwide
20	Maziya Nondumiso	Pass	Nationwide

**Subject:** Basic coaching course

**Period:** May to July, 2024

**Instructor (s):** Frank Maziya

**Venue:** Kalanga

No	Surname And Name	Results	Stakeholder
1	Dlamini Bongisipho	PASS	LRFA
2	Dlamini Bonginkhosi	PASS	LRFA
3	Sifundza Phumlile	PASS	LRFA
4	Maseko Mnotfo	PASS	LRFA
5	Zikalala Bongani	PASS	LRFA
6	Fakudze Mcondisi	PASS	LRFA
7	Mkhabela Siboniso	PASS	LRFA
8	Nhlabatsi Sunday	PASS	LRFA
9	Magongo Gift	PASS	LRFA
10	Nhleko Sanele	PASS	LRFA
11	Nyembe Lucky	PASS	LRFA
12	Shongwe Celani	PASS	LRFA
13	Nyembe Lucky	PASS	LRFA
14	Shongwe Celani	PASS	LRFA
15	Mnisi Mxolisi	PASS	LRFA

**Subject:** Basic Goalkeeping course

**Period:** June to August, 2024

**Instructor (s):**

**1. Musa Manyatsi**

**2. Vusisizwe Mahlalela**

**Venue:** Ngwane Park High School

NO	SURNAME AND NAME	DESIGNATION/TEAM	RESULT
1	Dlamini Banele	Ludzeludze killers	Pass
2	Dlamini Gcinile	Young Buffaloes ladies	Pass
3	Dlamini Jabulane	Deccapol fc	Pass
4	Dlamini Sikhuliso	Green mamba	Pass
5	Dlamini Thembinkosi	Rangers	Pass
6	Dlamini Xolani	Maliyaduma	Pass
7	Hlophe Beatrice	Green mamba	Pass
8	Magagula Bhekani	Youth fc	Pass
9	Mamba Nokwanda	Young Buffaloes ladies	Pass
10	Mamba Phila	Denver sundowns	Pass
11	Mathe Nkosingiphile	Ezulwini united	Pass
12	Mtsetfwa Mphilo	Hub sundowns	Pass
13	Ngcamphalala Tibuyile	Young buffaloes' ladies	Pass
14	Nhlengetfwa Banele	Royal leopards	Pass
15	Sibandze Nosipho	Green mamba	Pass
16	Sibandze Sokuluhle	Young Buffaloes ladies	Pass
17	Simelane Bhekani	Young international	Pass
18	Tfwala Mduduzi	Sisonkhe	Pass

**Subject:** Intermediate Coaching Course

**Period:** July to September, 2024

**Instructor (s):** James Kunene

**Venue:** Technical centre

NO	SURNAME AND NAME	RESULT	STAKEHOLDER
1	Magagula Sandile Allen	Pass	HRFA
2	Magongo Benjamin	Pass	HRFA
3	Thwala Bongumenzi	Pass	HRFA
4	Shongwe Mduduzi	Pass	HRFA
5	Dlamini Sabelo	Pass	HRFA
6	Hlatshwayo Sabelo	Pass	HRFA
7	Phiri Sabelo	Pass	HRFA
8	Dlamini Amos Sicelo	Pass	HRFA
9	Dlamini welcome Sifiso	Pass	HRFA
10	Dlamini Sihle	Pass	HRFA
11	Nxumalo Siphesihle	Pass	HRFA
12	Nxumalo Sipho	Pass	HRFA
13	Vilakati Thabo	Pass	HRFA
14	Tsabedze tony	Pass	HRFA
15	Dlamini Thokozani	Pass	HRFA
18	Tfwala Mduduzi	Sisonkhe	Pass

**Subject: Intermediate Coaching Course**

**Period: August To October 2024**

**Instructor (S):**

**1.Bhekithemba Mazibuko**

**2.Mphumelelo Ngwenya**

**Venue: Nhlangano**

NO	SURNAME AND NAME	RESULT	STAKEHOLDER
1	Magagula Sandile Allen	Pass	SRFA
2	Magongo Benjamin	Pass	SRFA
3	Thwala Bongumenzi	Pass	SRFA
4	Shongwe Mduduzi	Pass	SRFA
5	Dlamini Sabelo	Pass	SRFA
6	Hlatshwayo Sabelo	Pass	SRFA
7	Phiri Sabelo	Pass	SRFA
8	Dilmini Amos Sicelo	Pass	SRFA
9	Dlamini welcome Sifiso	Pass	SRFA
10	Dlamini Sihle	Pass	SRFA
11	Nxumalo Siphesihle	Pass	SRFA
12	Nxumalo siphso	Pass	SRFA
13	Vilakati Thabo	Pass	SRFA
14	Tsabedze tony	Pass	SRFA
15	Dlamini Thokozani	Pass	SRFA
18	Tfwala Mduduzi	Pass	SRFA



**Subject:** Intermediate Coaching Course

**Period:** August To October 2024

**Instructor (S):** Sindiso Gama

**Venue:** Ngwane Park High School

NO	SURNAME AND NAME	RESULT	STAKEHOLDER
1	Dladla Bongani	Pass	MRFA
2	Magagula Baphelele	Pass	MRFA
3	Mthethwa Samuel	Pass	MRFA
4	Nkambule Mangaliso	Pass	MRFA
5	Shongwe Thabo	Pass	MRFA
6	Zwane Manqoba	Pass	MRFA
7	Khumalo Mncedisi	Pass	MRFA
8	Ndwandwe Fana	Pass	MRFA
9	Nkambule Wandile	Pass	MRFA
10	Magagula Phumelele	Pass	MRFA
11	Dvuba Siphesihle	Pass	MRFA
12	Ndlovu Thandokuhle	Pass	MRFA
13	Mamba Lwazi	Pass	MRFA
14	Masango Isaac	Pass	MRFA
15	Mkhatshwa Mcebo	Pass	MRFA
16	Mamba Ntokozo	Pass	MRFA
17	Mkhatshwa Simo	Pass	MRFA
18	Nsingwane Sifiso	Pass	MRFA
19	Mkhwanazi Mandla	Pass	MRFA
20	Sibandze Mhlonishwa	Pass	MRFA
21	Manana Mxolisi	Pass	MRFA
22	Simelane Thandukuphila	Pass	MRFA
23	Simelane Bhekani	Pass	MRFA
24	Mkhulisi Thokozani	Pass	MRFA

**Subject: Basic Coaching Course**

**Period: July To September, 2025**

**Instructor (S): Sindiso Gama**

**Venue: Ngwane Park High School**

NO	SURNAME AND NAME	RESULT	STAKEHOLDER
1	Dlamini fortune	Pass	MRFA
2	Dlamini Majohonkhe	Pass	MRFA
3	Dlamini Ndumiso	Pass	MRFA
4	Dlamini Nhlanhla	Pass	MRFA
5	Dlamini Nkululeko	Pass	MRFA
6	Dlamini Sikelela	Pass	MRFA
7	Dube Simanga	Pass	MRFA
8	Khumalo Mpendulo	Pass	MRFA
9	Kunene Menzi	Pass	MRFA
10	Langa sifiso sethu	Pass	MRFA
11	Lukhele Thabo	Pass	MRFA
12	Magagula Thabo	Pass	MRFA
13	Marfo Maxwell	Pass	MRFA
14	Masina Harry	Pass	MRFA
15	Mavuso Wandile	Pass	MRFA
16	Mdluli Mduduzi	Pass	MRFA
17	Mkhabela Wandile	Pass	MRFA
18	Mkoko Nkosinathi	Pass	MRFA
19	Msibi Patrick	Pass	MRFA
20	Ndlovu Muzi	Pass	MRFA
21	Ntshangase Muzi	Pass	MRFA
22	Silindza Nhlanhla	Pass	MRFA
23	Tfwala Mncedisi	Pass	MRFA
24	Yahaya Samudi	Pass	MRFA

**Subject:** Basic Coaching Course

**Period:** 14-18 July, 2025

**Instructor (S):** Sindiso Gama, Anthony Mdluli, James Kunene and Musa Mamba

**Venue:** Technical Centre

NO	SURNAME AND NAME	RESULT	STAKEHOLDER
1	Mavimbela Maweni	Pass	Nationwide
2	Dlamini Mazwi	Pass	Nationwide
3	Ntshangase Muzi	Pass	Nationwide
4	Dlamini Mjahonke	Pass	Nationwide
5	Vilakati Bongani	Pass	Nationwide
6	Nhlabatsi Vicky	Pass	Nationwide
7	Magagula moses	Pass	Nationwide
8	Magongo Mzwandile	Pass	Nationwide
9	Zwane Mthokozisi	Pass	Nationwide
10	Mavuso Wandile	Pass	Nationwide
11	Sigudla Wandile	Pass	Nationwide
12	Msibi Qiniso	Pass	Nationwide
13	Dlamini Mandla	Pass	Nationwide
14	Dvuba Simanga	Pass	Nationwide
15	Dlamini Magugu	Pass	Nationwide
16	Lukhele Thando	Pass	Nationwide
17	Hlophe Prisca	Pass	Nationwide
18	Fakudze Banele	Pass	Nationwide
19	Mhlabane Langelihle	Pass	Nationwide
20	Dlamini Ndumiso	Pass	Nationwide
21	Thobela Bongani	Pass	Nationwide
22	Thwala Mbuso	Pass	Nationwide
23	Tsabedze Sithembiso	Pass	Nationwide
24	Fakudze Sabelo	Pass	Nationwide
25	Mathabela Lwazi	Pass	Nationwide

**Subject:** FIFA Football For Schools

**Period:** 2<sup>nd</sup> To 4<sup>th</sup> September, 2024

**Instructor(s):**

1. Alberto Giacomini

2. Antonio Sanchez

**Venue:** Thokoza Church Centre

NO	SURNAME AND NAME	DESIGNATION	CERTIFICATION
1	Dlamini Norman	Hillside High School	FIFA Football For Schools
2	Dlamini Sibonginhlanhla	Hillside High School	FIFA Football For Schools
3	Hlatshwayo Sithembiso	Mbabane Central High School	FIFA Football For Schools
4	Zikalala Nozipho	Mbabane Central High School	FIFA Football For Schools
5	Matsebula Lucky	St Mary, S High School	FIFA Football For Schools
6	Dlamini Andile	St Mary, S High School	FIFA Football For Schools
7	Mndzebele Selby	Lozitha High School	FIFA Football For Schools
8	Tsabedze Khabonina	Lozitha High School	FIFA Football For Schools
9	Sangweni Thembinkosi	Lobamba National High School	FIFA Football For Schools
10	Gama Nondumiso	Lobamba National High School	FIFA Football For Schools
11	Matimela Sive	St Paul, S High School	FIFA Football For Schools
12	Mdluli Tracey	St Paul, S High School	FIFA Football For Schools
13	Dlamini Nicholas	John Wesley High School	FIFA Football For Schools
14	Dlamini Thobekile	John Wesley High School	FIFA Football For Schools
15	Shiba Khayelihle	Zombodze High School	FIFA Football For Schools
16	Gama Mthobisi	Zombodze High School	FIFA Football For Schools
17	Mabuza Simphiwe	Somnjalose High School	FIFA Football For Schools
18	Shabangu Submarine	Somnjalose High School	FIFA Football For Schools
19	Thwala Christian	Mjingo High School	FIFA Football For Schools
20	Mngomezulu Nomcebo	Mjingo High School	FIFA Football For Schools
21	Dlamini Sithandayena	Lobamba Lomdzala High School	FIFA Football For Schools
22	Msibi Jabulani	Lobamba Lomdzala High School	FIFA Football For Schools
23	Lukhele Nkosinathi	Elangeni High School	FIFA Football For Schools
24	Nhlabatsi Njabuliso	Elangeni High School	FIFA Football For Schools
25	Mavimbela Menzi	Moyeni High School	FIFA Football For Schools
26	Dladla Nomfundo	Moyeni High School	FIFA Football For Schools
27	Manyatsi Thembisa	Nkiliji High School	FIFA Football For Schools
28	Shongwe Zotsile	Nkiliji High School	FIFA Football For Schools
29	Matsebula Vusumuzi	Woodlands High School	FIFA Football For Schools

NO	SURNAME AND NAME	DESIGNATION	CERTIFICATION
30	Magagula Thabisile	Woodlands High School	FIFA Football For Schools
31	Kunene Mthokozisi	Kukhanyeni High School	FIFA Football For Schools
32	Khumalo Lungile	Kukhanyeni High School	FIFA Football For Schools
33	Dlamini Fortunate	St Christophers High School	FIFA Football For Schools
34	Dlamini Sifiso	St Christophers High School	FIFA Football For Schools
35	Dlamini Mlandvo	Masundvwini High School	FIFA Football For Schools
36	Makhubu Mbali	Masundvwini High School	FIFA Football For Schools
37	Mngomezulu Thabsile	Masundvwini High School	FIFA Football For Schools
38	Mbingo Thembisile	Ezulwini Community High School	FIFA Football For Schools
39	Mamba Mthobisi	Ezulwini Community High School	FIFA Football For Schools
40	Dlamini Fortune	Swazi National High School	FIFA Football For Schools
41	Dlamini Sabelo	Swazi National High School	FIFA Football For Schools
42	Jele Bandile	Motshane High School	FIFA Football For Schools
43	Makhubu Simangele	Motshane High School	FIFA Football For Schools
44	Dlamini Thobani	St Francis High School	FIFA Football For Schools
45	Mlangeni Mbongeni	Ngwane Park High School	FIFA Football For Schools
46	Dlamini Jabulile	Ngwane Park High School	FIFA Football For Schools
47	Motsa Mlamuli	Mvimbeke High School	FIFA Football For Schools
48	Mkhatjwa Ncamsile	Mvimbeke High School	FIFA Football For Schools
49	Ndwandwe Bheki	St Francis High School	FIFA Football For Schools
50	Nxumalo Siphesihle	Media	FIFA Football For Schools
51	Dlamini Linda	All Sports	FIFA Football For Schools
52	Mndzebele Siphelele	EFA IT	FIFA Football For Schools
53	Skaggel Sibongile	Eswatini Football Association	FIFA Football For Schools
54	Mavuso Sanele	Eswatini Football Association	FIFA Football For Schools
55	Dlamini Sibonangaye	Eswatini Football Association	FIFA Football For Schools
56	Dlamini Foreman	Ministry Of Sports	FIFA Football For Schools
57	Dlamini Buyisle	HRFA	FIFA Football For Schools
58	Tsela Sibonginkhosi	SRFA	FIFA Football For Schools
59	Dladla Alex Sibongo	LRFA	FIFA Football For Schools
60	Dlamini Sibuko	Ministry Of Education	FIFA Football For Schools



**Course:** Basic Coaching Course  
**Instructors:** Sindiso Gama And Vusi Mahlalela (Ngwane Park)  
**Stakeholder:** Manzini Regional Football Association  
**Period:** March to May, 2024

NO	SURNAME	FOR NAMES
1.	Dlamini	Celumusa
2.	Dlamini	Knowledge
3.	Dlamini	Konkhe
4.	Dlamini	Machawe
5.	Dlamini	Muzi
6.	Dlamini	Phumlani
7.	Dlamini	Sibusiso
8.	Gama	Nkosingiphile
9.	Gwebu	Sanele
10.	Hlophe	Beatrice
11.	Hlophe	Sicelo
12.	Khumalo	Sifiso
13.	Langa	Thando
14.	Lukhele	Mancoba
15.	Mahlalela	Elvis
16.	Maseko	Sifiso
17.	Mavuso	Sifiso
18.	Maziya	Sanele
19.	Mdluli	Phumlani
20.	Mhlungu	Mangaliso
21.	Mkhonta	Muzi
22.	Msibi	Sifiso
23.	Mvubu	Naka
24.	Ndlela	Mlondo
25.	Ndzinisa	Wandile
26.	Ngwenya	Xolani
27.	Nhlabatsi	Mthokozisi
28.	Nkambule	Mthokozisi
29.	Nkambule	Sibongile
30.	Numbi	Peter
31.	Shongwe	Mangaliso
32.	Shongwe	Mbuso
33.	Sikhondze	Xolani
34.	Simelane	Banele
35.	Simelane	Njabuliso
36.	Siyaya	Mfanukhona
37.	Thwala	Bongani
38.	Zwane	Mfanafuthi
39.	Zwane	Phiwayinkhosi

Course: Basic Coaching Course  
Instructors: James Kunene And Artwell Dlodlu  
Stakeholder: Hhohho Regional Football Association (Sigwaca)  
Period: March to May, 2024

NO	SURNAME	FORENAMES
1	Dlamini	Gcebile
2	Dlamini	Mvile
3	Dlamini	Nsizwa
4	Dlamini	Sabelo
5	Dlamini	Siphesihle
6	Dlamini	Phumzile
7	Dlamini	Thami
8	Gama	Nathi
9	Kunene	Bangetiwe
10	Lukhele	Philile
11	Made	Siboniso
12	Makhubu	Sifiso
13	Masilela	Mpile
14	Masango	Machawe
15	Maziya	Philani
16	Motsa	Thandumusa
17	Mukotsa	Wilson
18	Mkhonta	Khanya
19	Mkhulisi	Xolani
20	Mweli	Mfundo
21	Nkonyane	Lucky
22	Ndwandwe	Thulisile
23	Ngubane	Bafana
24	Ntshakala	Samkelo
25	Nxumalo	Mzwandile
26	Nxumalo	Themba
27	Shiba	Sizwe
28	Sibanyoni	Richard
29	Simelane	Bonginkhosi
30	Simelane	Zandi
31	Thobela	Mancoba
32	Vilakati	Mpilonhle

Course: Basic coaching course

Instructors: Boy Mkhonta and Friday Myeni (Technical centre-Lobamba)

Stakeholder: Primary and high school teachers

Period: March to May, 2024

NO	SURNAME	FORENAMES
1.	Gwebu	Ntokozo
2.	Mhlanga	Simanga
3.	Sukati	Phiwayinkhosi
4.	Maseko	Nontsikelelo
5.	Ndwandwe	Bheki
6.	Dlamini	Mzamo
7.	Mngomezulu	Nomcebo
8.	Vilakati	Fakazile
9.	Shabangu	Gcinile
10.	Matsebula	Vusumuzi
11.	Mngometulu	Kwanele
12.	Fakudze	Lindelwa
13.	Mndzebele	Selby
14.	Dlamini	Banele
15.	Dlamini	Mcebo
16.	Simelane	Siphesihle
17.	Dlamini	Gcinizwi
18.	Magagula	Cebile
19.	Shongwe	Nkosinathi
20.	Mukonoweshuro	Farai
21.	Dlamini	Thembekile
22.	Dlamini	Thobani Polycarp
23.	Zwane	Nkosinathi
24.	Mdluli	Nontobeko
25.	Dlamini	Nokhwezi
26.	Dlamini	Khethukuthula
27.	Dlamini	Thabile Nonophile
28.	Mkhathswa	Busisiwe
29.	Magagula	Thabisile
30.	Dlamini	Sabelo
31.	Mpungose	Ndukwenhle

Course: Basic Coaching Course

Instructors: Mpumelelo Ngwenya and Bhekithemba Mazibuko (Nhlangano)

Stakeholder: Shiselweni Football Association

Period: March to May, 2024

NO	SURNAME	NAME
1	Mamba	Zinhle
2	Mngomezulu	Percy
3	Shongwe	Mzwandile
4	Dlamini	Sibonginkhosi
5	Ndlangamandla	Phanuel
6	Simelane	Sizwe
7	Thwala	Sithembiso
8	Lokotfwako	Melusi
9	Mkhwanazi	Bhekisisa
10	Mamba	Sabelo
11	Tsela	Sibonginkhosi
12	Nkambule	Khetha
13	Mdluli	Lwazi
14	Vilakazi	Sebenele
15	Dlamini	Harrison
16	Ncanywa	Msimisi
17	Mthembu	Charles
18	Dlamini	Mduduzi mlungisi
19	Sibandze	Bonginkosi
20	Fakudze	Phila
21	Dlamini	Mduduzi fakazi
22	Kunene	Thulani
23	Kunene	Dumsani
24	Mbhamali	Mandla
25	Mhlongo	Zamokuhle
26	Dlamini	Malungisa
27	Mngometulu	Nhlanhla
28	Masuku	Gcina
29	Dlamini	Musa

Course: Basic coaching course

Instructors: Frank Maziya and Khulekani Nkambule (Siphofaneni)

Stakeholder: Lubombo Regional football association

Period: March to May, 2024

NO	SURNAME	NAME
1	Dlamini	Jabulani
2	Dlamini	Mduduzi
3	Dlamini	Nkosinathi I
4	Dlamini	Nkosinathi S
5	Dlamini	Thembinkosi
6	Dludlu	Melusi
7	Kunene	Vulindlela
8	Maziya	Sozabile
9	Mkhatjwa	Patrick B
10	Mkhwanazi	Siboniso
11	Mndzebele	Ncobile
12	Mthembu	Ntokozo
13	Ndzimandze	Zwelithini
14	Ngcamphalala	Lucky
15	Nyawo	Sifiso
16	Sikhondze	Sokubongwa
17	Simelane	Xolani
18	Thwala	Abednego
19	Tsabedze	Bandile
20	Tsabedze	Raphy



COURSE: Administration course

INSTRUCTORS: Frederick Mngomezulu and Thulani Mavuso (Sigwaca)

STAKEHOLDER: Premier league of Eswatini

PERIOD: 18<sup>th</sup> to 27<sup>th</sup> March, 2024

#	NAME	SURNAME	DESIGNATION	CONTACT
1	Mark	Carmichael	PLE Chairman	7602 2025
2	Polycarp	Dlamini	PLE ExCo	7602 3643
3	Juluka	Gamedze	PLE ExCo	7669 3437
4	Victor	Rodrigues	PLE ExCo	7604 0134
5	Charles	Matsebula	PLE ExCo	7603 7635
6	Sithembiso	Mamba	PLE ExCo	7606 7686
7	Elvis	Dube	D. Sundowns	7617 1282
8	Gugu	Dlamini	D. Sundowns	7637 2945
9	Lungile	Nxumalo	E. United	7606 7976
10	Bongile	Zulu	E. United	7621 9211
11	Mandla	Sibiya	G. Mamba	7668 5510
12	Bhekinkhosi	Nkambule	G. Mamba	7680 2867
13	Nonjabulo	Mazibuko	Illovo	7618 8045
14	Thembumenzi	Mayisela	M. Sea Birds	7640 3524
15	Sihle	Mamba	M. Wanderers	7663 8437
16	Simiso	Jele	M. Highlanders	7604 7439
17	Machawe	Yende	M. Highlanders	7660 0691
18	Bonkhe	Simelane	M. Swallows	7970 0088
19	Velile	Malinga	M. Swallows	7602 5519
20	Sandile	Zwane	M. Swallows	7902 0928
21	Philile	Simelane	M. Pirates	7652 1913
22	Sibusiso	Nkambule	M. Pirates	7846 6982
23	Sicelo	Dlamini	N. Hotspurs	7606 7967
24	Banele	Ngobe	N. Hotspurs	7834 1649
25	Richard	Fakudze	R. Leopards	7605 5130
26	Muzi	Phungwayo	R. Leopards	7643 2868
27	Njabuliso	Shabangu	Y. Buffaloes	7605 6109
28	Nhlanhla	Khumalo	M. Chiefs	7823 5543
29	Mandla	Maduna	M. Chiefs	7636 5497
30	Mancoba	Mahlinza	Louis XIV	7621 8170
31	Melizwe	Mamba	Seven Dreams	7602 5320
32	Ntobeko		PP Rangers	7953 9722
33	Bongani	Mavimbela	Louis XIV	7608 0237
34	Bongani	Mdluli	M. Wanderers	7832 4153
35	Sphehile	Dvuba	L. Killers	7948 2067
36	Frank	Malaza	Seven Dreams	7628 1290
37	Ncamy	Kunene	Ezulwini United	7866 3358
38	Londiwe	Hlatshwayo	CK Survivors	7649 5093
39	Melusi	Dlamini	Lozitha Spurs	7640 0932
40	Sanele	Mavuso	EFA Staff	7607 9031
41	Siphelele	Mnisi	Ezulwini United	7664 2702

**COURSE:** Administration course  
**INSTRUCTOR:** Bhekani Khumalo  
**STAKEHOLDER:** Hhohho Regional Football Association (Sigwaca)  
**PERIOD:** June, 2024

NO	NAME AND SURNAME	CONTACTS
1.	Nosipho Mnguni	76159055
2.	Zakhele Msibi	76481451
3.	Samkele S. Motsa	76173546
4.	Thulani Mbingo	78257410
5.	5.Bongani Mkhwanazi	76185759
6.	6.Menzi Magagula	76595903
7.	7. Mfanafuthi B. Nxumalo	76383308
8.	Lerato Mzileni	76875521
9.	Nqobile Dlamini	79634910/ 76669651
10.	Sibusiso Gama	76723573
11.	Ayanda Dlamini	76110406
12.	Daniel Langwenya	79857686
13.	Sandile Makhanya	76089927
14.	Celucolo Vilakati	76111402/ 79408597
15.	Melusi Ncongwane	79702327
16.	16. Mfanafuthi Mkhontfo	76509221/79258278
17.	17.Alfred Nsibande	76042176/79042176
18.	18. Jomo Dlamini	76040133
19.	Ntokozo Simelane	76077249
20.	Sidudla Maseko	78683338
21.	Calisile Mkhontfo	78106267
22.	Mayibongwe Fakudze	76333886
23.	Siphiwo Dlamini	76620700/79305603
24.	Nontobeko Simelane	76221125/79221125
25.	Simon Mkhwanazi	78654285/79465010
26.	Ntokozo Ncube	76351728/79301872
27.	Nkosingiphile Masuku	79344880
28.	Lebo Du Pont	76154965
29.	Lindelwa Sihlongonyane	76434936/79780303
30.	Vusi Cele	78102633
31.	Muntu Ginindza	78354399
32.	Nomxolisi Dube	76965452
33.	Vusumuzi Langwenya	76553904
34.	Sibusiso Mnisi	76718216
35.	Thembinkosi Nzima	78272176

NO	NAME AND SURNAME	CONTACTS
36.	Siphesihle Nxumalo	78438043/79438043
37	Teevee Nkambule	79435858/76435858
38.	Wandile Kunene	79416860/76724147
39.	Afred Sihlongonyane	76183213
40.	Daniel Sihlongonyane	76759420
41.	Lwazi S. Motsa	79209765/78073621
42.	Thokozani C. Mndvoti	78051337
43.	John Dlamini	76111466
44	Philile Dlamini	78119598
45.	Lindumuzi Makhanya	76911153/79795005
46.	Sonke V. Mazibuko	76636707/79484538
47.	kayise Mhlanga	76486733/79167726
48.	Philsuwe Mhlanga	76620749/79620749
49.	Thokozani Ceko	76255316/79594532
50.	Muziwandile Dlamini	76744336/25181758
51.	Guy Magongo	76968470
52.	Lindelwa Ndzinisa	76828267/79061986
53.	Khulekani I. Mncina	76338601/79338601
54	Melusi Ncongwane	79702327
55.	Velihle Dlamini	76880748/79804301
56.	Celucolo P. Vilakati	76111402/79408597
57	Sifiso Dlamini	76380105
58.	Samkelo Motsa	7617
59.	Thapelo Khumalo	76801606
60.	Sabelo Dlamini	78151692
61	Malaza Nhlanhla	76510018
62.	Lindani Dlamini	76858854/79858854
63.	Sakhile Mkhumane	78102244
64.	Sipho Ginindza	76491727/79045305
65	Senzo Motsa	79209765
66	Zakhele Msibi	76481451
67.	Lindani Baartjies	
68	Kwanele Ndzinisa	78272176
69	Nhlanhla Malaza	76510078

COURSE: Administration course

INSTRUCTORS: Thulani Mavuso and Nkosingiphile Shongwe

STAKEHOLDER: Shiselweni regional football association (Nhlangano)

PERIOD: June, 2024

NO	LAST NAME	FIRST NAME
1	Bhembe	Kwanele Maxwell
2	Dlamini	Mpendulo
3	Dlamini	Takhona
4	Dlamini	Mandla
5	Dlamini	Mduduzi Fakazi
6	Dlamini	Musa
7	Fakudze	Wandile
8	Ginindza	Menzi
9	Gule	Gcobani
10	Hlatjwako	Nhlanhla
11	Kunene	Mlamuli
12	Langa	Thabiso
13	Malinga	Hlobsile
14	Malinga	Thabo
15	Mamba	Sabelo
16	Mango	Bongiswa
17	Maphalala	Zwelithini
18	Masilela	Bandile
19	Masuku	Ntokozo Tinkler
20	Mbhamali	Mandla
21	Mbuyisa	Nkosinathi
22	Mdluli	Mbuso
23	Mkhabela	Machawe Mciniseli
24	Mkhonta	Mncobi Linda
25	Mngometulu	Linda Leonard
26	Mngomezulu	Richard
27	Msweli	Mcolisi
28	Myeni	Mavela
29	Ndlangamandla	Phanuel Musa
30	Nhlapho	Vusi
31	Shabangu	Hitler
32	Shabangu	Nkhosini Musa
33	Sikhosana	Sifiso
34	Tsela	Sibonginkhosi

COURSE: Administration course

INSTRUCTOR: Luke Shongwe

STAKEHOLDER: Hhohho regional football association (Mkhuzweni)

PERIOD: June, 2024

NO	SURNAME	NAME	CONTACT
1	Nkambule	Amos	76070297
2	Magagula	Sabelo	76333945
3	Mvila	Bhekisisa	76718586
4	Masilela	Sandile	76327078
5	Malindzisa	Siboniso	76344208
6	Nkambule	Bheki	76626644
7	Dlamini	Dumsani	76120939
8	Dlamini	Sabelo	76933553
9	Dlamini	Delani	76798182
10	Hlophe	Veli	76340666
11	Hlawe	Mancoba	78445859
12	Mathonsi	Joster	76741345
13	Dlamini	Sizwe	76500343
14	Mahlalela	Bheki	76325060
15	Dlamini	Bonginkhosi	76656148
16	Mkhonta	Sikelela	76171593
17	Zitha	Justice	78326477



**Appendix 2: Player Registration on the FIFA Connect platform; the Transfer matching system (TMS); and the Status and Transfer of Players**

**Registration Summary 2024/25 Season on the FIFA Connect Platform**

STATUS	REGISTERED PLAYERS
<b>TOTAL Number of Players</b>	23460
National Professionals	643
Foreign Professionals	69
Amateur Players (Male)	21833
Amateur Players (Female)	332
Amateur Under Contract	16
Team Officials	218
Referees	126
Match Commissioners	45
International Transfers IN	27
International Transfer OUT	11

**Football Clubs using the FIFA Connect Platform**

LEAGUE NAME	NO OF CLUBS	NO. OF PLAYERS
Premier League of Eswatini	14	376
National First Division League	14	336
Hhohho Regional Leagues	326	7950
Shiselweni Regional Leagues	252	4697
Manzini Regional Leagues	187	4645
Lubombo Regional Leagues	214	4841
Women Football League	12	332
PLE Juniors' Leagues	14	283
<b>TOTAL CLUBS</b>	<b>1019</b>	<b>23460</b>

**Club Licensing Summary of the 14 Premier League Clubs (Compliance)**

NO:	CRITERIA	CLUBS	PERCENTAGE
1	Infrastructure	14	85%
2	Personnel & Administration	14	100%
3	Legal	14	100%
4	Finance	14	100%
5	Sporting (only one age category)	14	50%

**Appendix 3: FIFA Connect Platform and FIFA Competitions Management Systems workshops implemented in the period under review**

Venue: Sigwaca House

**PLE, NFD & WOMEN FIFA-CONNECT/FCMS/TMS/CLOP WORKSHOP**

LEAGUE	VENUE	DATE
PLE	Sigwaca House	08/06/2024
NFD	Sigwaca House	09/06/2024
Women	Sigwaca House	22/06/2024
<b>PLE</b>	Sigwaca House	22/07/2024

**HHOHHO REGION FIFA-CONNECT/ FCMS WORKSHOP**

LEAGUE	VENUE	DATE
Mbabane League	Sigwaca House	07/07/2024
Super League	Sigwaca House	07/07/2024
Sigangeni League	Sigwaca House	07/07/2024
Lobamba League	Sigwaca House	13/07/2024
Mdzimba League	Sigwaca House	13/07/2024
Maphalaleni League	Sigwaca House	14/07/2024
Nkaba League	Sigwaca House	14/07/2024
Timphisini League	LFTC	20/07/2024
Ntfonjeni League	LFTC	20/07/2024
Piggs Peake League	LFTC	20/07/2024
Mhlangatane League	Mkhuzweni Technical Centre	21/07/2024
Ntabinazimoisi League	Mkhuzweni Technical Centre	21/07/2024
Ndzingeni League	Mkhuzweni Technical Centre	21/07/2024

## LUBOMBO REGION FIFA-CONNECT/ FCMS WORKSHOP

LEAGUE	VENUE	DATE
Lubombo North West	Mhlume Inkhundla	13/07/2024
Malindza Zonal League	Malindza High School	14/07/2024
Lubombo North East Zone	Shewula High School	20/07/2024
Lobombo Western Zone	Maloyi Primary School	21/07/2024
Lubombo Central Zone	Siphofaneni High School	22/07/2024
Lubombo Southern Zone	Siphofaneni High School	22/07/2024
Sigcaweni Zonal League	Mabondvweni High School	27/07/2024
Lubombo Eastern Zone	Kalanga Technical Centre	28/07/2024
Lubombo Super League	Kalanga Technical Centre	17/08/2024

## MANZINI REGION FIFA-CONNECT/ FCMS WORKSHOP

LEAGUE	VENUE	DATE
Malkerns Promotion	Caritas	13/07/2024
Kwaluseni Promotion	Caritas	13/07/2024
Mkhiweni Promotion	Mcozini High School	20/07/2024
Kukhayeni Promotion	Mcozini High School	20/07/2024
Mafutseni Promotion	Caritas	22/07/2024
Nsingweni Promotion	Caritas	22/07/2024
Manzini Super League	Caritas	22/07/2024
Usuthu Promotion	Princess Pholile Hall	27/07/2024
Malkerns Promotion	Princess Pholile Hall	27/07/2024

## SHISELWENI REGION FIFA-CONNECT/ FCMS WORKSHOP

LEAGUE	VENUE	DATE
Ndunayithini	Deccapol Primary	20/07/2024
Lulakeni	Lulakeni Primary	20/07/2024
Hlatsi Zone/Hlatsi Promotion	Hlatikhulu Sports centre	22/07/2024
Busileni Zone	Nkwene Inkhundla	22/07/2024
Ngudzeni	Ngudzeni High	27/07/2024
Etjendlovu/ Eastern	Etjendlovu Primary	27/07/2024
Magubheleni Zone	Magubheleni Primary	03/08/2024
Gege Zone	Gege Methodist Primary	03/08/2024
Nhlangano Promotion	King Sobhuza Hall	06/08/2024
Mkhitsini/Bhahwini Zone	King Sobhuza Hall	08/08/2024
Siphambanweni	Milling Conference Room	13/08/2024
Zombodze	Zombodze Emuva Inkhundla	13/08/2024
Nhlangano Zonal	King Sobhuza Hall	15/08/2024

## REFEREE/MATCH COMMISSIONER FCMS WORKSHOP

LEAGUE	VENUE	DATE
PLE & NFDL	Sigwaca House	24/08/2024
Manzini Region	Caritas	19/10/2024
Shiselweni Region	King Sobhuza Hall	22/10/2024
Hhohho Region	Sigwaca House	06/09/2024

**FIFA CONNECT/FCMS - Manzini Regional Match Commission**

#	REFEREES NAME	CONTACT
1.	Sandile Fakudze	76743127
2.	Absalom Madzinane	79290380
3.	Musa Dlamini	76674975
4.	Themba Mabuza	76342999
5.	Vusi Nkambule	76174466
6.	Albert Vilakati	76116311
7.	Bongani Ndlala	76143345
8.	Vusi Nxumalo	76319247
9.	Muzi Ginindza	76522707
10.	Mandla Ginindza	76270043
11.	Makhosini Mlotsa	76213775
12.	Sipho Mamba	76044024
13.	Dumsani Vilakati	76638155
14.	Themba Nkambule	76127499
15.	Bandile tshotsho	78170007



Venue: Kalanga  
Date: 16 March 2024

**FIFA CONNECT/FCMS – Lubombo Referees**

#	REFEREES NAME	CONTACT
1.	Lucky Malaza	76172793
2.	Thula Malaza	76045697
3.	Sifiso Vilane	76248190
4.	Notsile Mbhamali	76443404
5.	Sakhile Madinane	76878474
6.	Boniswa Mbhamali	78363032
7.	Mduduzi Dlamini	76708252
8.	Satiso Mnisi	76453181
9.	Siphiwe Matfwonsi	78190759
10.	Mangaliso Ndzinisa	76743861
11.	Bongiswa Luhlanga	78645239
12.	Nkosinathi Nkonyane	78898911
13.	Jabulani Dlamini	76179565
14.	Lindiwe Dlamini	76051803
15.	Dennis Matsenjwa	76073892
16.	Qiniso Tsabedze	78474969
17.	Kwanda Tsabedze	78454782
18.	Banele Ndlovu	78218503
19.	Temaphovela Nxumalo	78022014
20.	Phumlani Gumbi	78438314
21.	Sifiso Sihlongonyane	76583889
22.	Bayabongwa Ndzimandze	78346358
23.	Ncobizitha Magagula	76043961

**Appendix 4: The refereeing courses/workshops and refereeing activities implemented in the period under review**

**INTERNATIONAL COURSES, WORKSHOPS AND ASSIGNMENTS**

**Courses Hosted by Eswatini Football Association: Year 2024/2025**

No	Activity	Stakeholder	Date	Venue	Participants
1	FIFA MA Assessor Course	Nationwide	10 -14 July 2023	Thokoza Church	22 Participants
2	FIFA MA Referee Course	Nationwide	31 July – 4 August 2023	Thokoza Church	28 Participants

**International Invitations for Courses and Workshops: Year 2024/25**

No	Activity	Date	Venue	Participants
1	CAF Young Talent Referee Course Cote d'Ivoire	3 – 8 March 2025	Abidjan, Cote d'Ivoire	Celumusa Sivumelwane Phiri
2	CAF Elite Women Referee Course	9 – 13 June 2024	Cairo, Egypt	Letticia Antonella Viana
3	COSAFA/CAF VAR Referee Regional Course RSA	15 – 20 September 2024	Johannesburg, South Africa	Sabelo Thulani Sibandze, Zamani Thula Simelane, Letticia Antonella Viana & Noxolo Bongekile Mthimkhulu
4	FIFA Video Match Official Seminar	19 – 21 January 2025	Doha, Qatar	Letticia Antonella Viana
5	Regional Referee Instructor Seminar	17 – 21 March 2025	Adis-Ababa, Ethiopia	Mandla Ernest Dlamini

## International Assignments: Year 2024/2025

REFEREES	DESIGNATION	DATE
<b>Viana Letticia</b>		
1	2024 COSAFA CUP Tournament Port Elizabeth, South Africa	26 June to 7 July 2024
2	U20 AFCON – COSAFA Qualifiers Maputo, Mozambique	26 September to 5 October 2024
3	2024 COSAFA Women Champion Port Elizabeth, South Africa	22 October to 2 November 2024
4	U17 Africa Cup of Nations – COSAFA Qualifiers 2024 Johannesburg, South Africa	4 to 13 December 2024
5	TotalEnergies African Nations Championship Kenya, Tanzania and Uganda 2025	1 to 28 February 2025
6	No.135: Al Ahly FC(Egypt) VS Al Hilal SC(Sudan), TotalEnergies CAF Champions League 2024/25	1 April 2025
7	No.128: Simba SC(Tanzanie) VS Al-Masry SC(Égypte), TotalEnergies CAF Confederation Cup 2024/25	9 April 2025
8	Ref: Invitation to the Final Tournament TotalEnergies CAF U20 Africa Cup of Nations Egypt 2025	27 April to 19 May 2025
<b>Thulani Sibandze</b>		
1	FIFA World Cup 2026TM – Preliminary Competition African Zone – Match Day 3 Group C: Match: Zimbabwe vs. Lesotho	7 June 2024
2	No.9: Azam Football Club (Tanzania) VS APR FC (Rwanda), TotalEnergies CAF Champions League 2024/25	18 August 2024
3	2024 COSAFA CUP Tournament Port Elizabeth, South Africa	26 June to 7 July 2024
<b>Simelane Zamani</b>		
1	FIFA World Cup 2026TM – Preliminary Competition African Zone – Match Day 3 Group C: Match: Zimbabwe vs. Lesotho	7 June 2024
2	No.9: Azam Football Club (Tanzania) VS APR FC (Rwanda), TotalEnergies CAF Champions League 2024/25	18 August 2024
3	2024 COSAFA CUP Tournament Port Elizabeth, South Africa	26 June to 7 July 2024
4	U20 AFCON – COSAFA Qualifiers Maputo, Mozambique	26 September to 5 October 2024
<b>Celumusa Phiri</b>		
1	U-17 AFRICA CUP OF NATIONS – COSAFA QUALIFIER 2024	4 to 13 December 2024
2	Ref: Invitation to the Final Tournament TotalEnergies CAF U20 Africa Cup of Nations Egypt 2025	27 April to 19 May 2025
<b>Magagula Thembinkosi</b>		
1	FIFA World Cup 2026TM – Preliminary Competition African Zone – Match Day 3 Group C: Match: Zimbabwe vs. Lesotho	7 June 2024
2	No.9: Azam Football Club (Tanzania) VS APR FC (Rwanda), TotalEnergies CAF Champions League 2024/25	18 August 2024

REFEREES	DESIGNATION	DATE
<b>Thembinkosi Dlamini</b>		
1	FIFA World Cup 2026™ – Preliminary Competition African Zone – Match Day 3 Group C: Match: Zimbabwe vs. Lesotho	7 June 2024
2	No.9: Azam Football Club (Tanzania) VS APR FC (Rwanda), TotalEnergies CAF Champions League 2024/25	18 August 2024
3	U-17 AFRICA CUP OF NATIONS – COSAFA QUALIFIER 2024	4 to 13 December 2024
<b>Buyisile Mkhali</b>		
1	2024 COSAFA U20 WOMEN'S CHAMPIONSHIP – Johannesburg, South Africa	20 to 24 November 2024
<b>Siphiwayinkhosi Nxumalo</b>		
1	2024 WOMEN'S CHAMPIONS LEAGUE, Blantyre, Malawi	15 to 24 August 2024
<b>Nothando Mkhumane</b>		
1	U-17 AFRICA CUP OF NATIONS – COSAFA QUALIFIER 2024	4 to 13 December 2024
<b>Jabulile Mgabhi</b>		
1	U-17 AFRICA CUP OF NATIONS – COSAFA QUALIFIER 2024	4 to 13 December 2024
<b>Noxolo Bongekile Mthimkhulu</b>		
1	2024 COSAFA Women Champion Port Elizabeth, South Africa	22 October to 2 November 2024
<b>Sifiso Zondo</b>		
1	U20 AFCON – COSAFA Qualifiers Maputo, Mozambique	26 September to 5 October 2024

## List of Referees Courses and Participants:

### FIFA MA Referee Instructor Course: 15-19 July 2024

NO	NAME	CONTACT	D. O. B.
1	William SHONGWE	7802 2952	17/11/1959
2	Gilbert Zide DLAMINI	7605 9033	24/12/1968
3	Ernest DLAMINI	7617 9273	12/02/1968
4	Kuhle MKHATSHWA	7626 6294	06/09/1969
5	Thulani NKONYANE	7613 1239	27/12/1980
6	Sifiso ZONDO	7653 1538	27/11/1983
7	Jabulani MOTSA	7637 8599	09/09/1976
8	Mbongiseni FAKUDZE	7615 0982	07/05/1975
9	Enock Simphiwe SILENGE	7606 7020	21/10/1981
10	Sabelo KUNENE	7608 3658	19/11/1970
11	Ezrome DLAMINI	7606 7725	19/12/1966
12	Lybnah SIBIYA	7604 1621	22/06/1969
13	Sipho KUNENE	7603 7359	04/05/1968
14	Letticia Antonella VIANA	7631 5813	15/04/1985
15	Sabelo Thulani SIBANDZE	7605 1304	14/12/1985
16	Lucky Ephraem MALAZA	7617 2792	16/05/1972
17	Siphesihle Malacia SIBEKO	7696 8129	26/07/1988
18	Mbuso Phetsile MATSE	7674 4774	11/05/1989
19	Cindy DLUDLU	7627 6858	11/04/1975
20	Bongani Sifiso Khumalo	7618 0480	08/03/1979
21	Sifiso Bingo NXUMALO	7606 5118	03/09/1982
22	Phinda DLAMINI	7607 5581	27/12/1982
23	Petros MBINGO	7615 1820	07/04/1982
24	Dumisani HADEBE	7607 4715	17/02/1963
25	Buyisile Patricia MKHALIPHI	7617 5420	11/08/1989
26	Zamani SIMELANE	7645 6523	06/08/1987
27	Mbongeni SHONGWE	7632 4267	09/09/1980
28	Gcina MKHABELA	7623 6106	04/07/1982
29	Senzo NKAMBULE	7820 1140	08/07/1965
30	Lucky NDLANGAMANDLA	7615 8233	29/01/1974
31	Phinda NDZIMANDZE	7642 3230	12/04/1976



## FIFA MA Referee Course 5 – 9 August 2024

NO	NAME	ROLE	G	D. O. B	CONTACT
1	Thulani Sabelo SIBANDZE	Referee	M	14/12/1985	7605 1304
2	Celumusa SIPHEPHO	Referee	M	11/05/1988	7652 1346
3	Thokozani DLAMINI	Referee	M	15/04/1985	7676 5680
4	Thembinkosi Njabulo DLAMINI	Referee	M	31/08/1990	7659 1586
5	Nothando Buyisile MKHUMANE	Referee	F	07/10/1995	7658 1638
6	Zamani Thula SIMELANE	A/referee	M	06/08/1987	7645 6523
7	Thembinkosi Ndumiso MAGAGULA	A/referee	M	06/06/1989	7668 9345
8	Banele Bonginkosi THWALA	A/referee	M	21/06/1993	7621 7592
9	Celumusa Sivumelwane PHIRI	A/referee	M	23/09/1993	7989 2190
10	Siphiwayinkhosi Cosma NXUMALO	A/referee	F	19/05/1987	7613 8213
11	Buyisile Patricia MKHALIPHI	A/referee	F	11/08/1989	7617 5420
12	Majawonkhe TSABEDZE	A/referee	M	04-07-1986	7644 1700
13	Njabulo Sibusiso SIPHEPHO	Referee	M	30/04/1999	7674 4038
14	Sibonelo Bongiswa MBUYISA	Referee	M	24/08/1996	7699 9866
15	Wethu Bandzile NKAMBULE	Referee	M	29/07/2000	7658 3420
16	Gcinizwi Mthobisi SIHLONGONYANE	A/referee	M	16/05/1994	7676 1292
17	Siyanda Nhlanhla ZITHA	A/referee	M	03/02/2000	7649 3714
18	Sabelo Muzi THWALA	A/referee	M	21-04-1986	7805 7747
19	Dumsane SIMELANE	A/Referee	M	25/11/1995	7852 9265
20	Nolwazi Bongiwe MAMBA	A/referee	F	17/09/1988	7626 5149
21	Vuyolwethu Ntokozo KHOZA	Referee	M	16/05/2001	7867 6892
22	Wandile Mandla MAMBA	Referee	M	07/05/1989	7669 5110
23	Sakhile Steven NXUMALO	Referee	M	14/06/1998	7658 7995
24	Lwazi Mukelo DLAMINI	Referee	M	12/04/1998	7845 0738
25	Jabulile Fortunate MGABHI	Referee	F	25/07/1998	7822 9219
26	Nkanyiso Msimisi MBHAMALI	A/referee	M	23/06/1997	7864 5326
27	Pholile Goodness SIMELANE	Referee	F	09/05/2000	7814 6966
28	Lindokuhle Wakhile MAMBA	A/referee	F	20/08/2002	7696 3137
29	Sicelo Njabulo DLAMINI	A/referee	M	22/11/1993	7685 5745
30	Nkosinathi NHLABATSI	A/referee	M	24/06/1994	7667 6271

**Basic Referee Course 6, 7, 13 & 14 July 2024 – LRFA, Siphofaneni**

NO	NAME	G	DATE OF BIRTH	CONTACT
1	Phila Malambe	M	21 -Feb-1997	7627 6058
2	Simanga Masuku	M	29-May-1984	7604 1751
3	Senele Dlamini	M	25-Apr-2013	7674 8818
4	Muzi Tsabedze	M	03-Jul-1990	7660 9243
5	Elihle Ngwenya	M	02- Aug-2005	7698 6767
6	Simphiwe Hlandze	F	03-Jun-1998	7836 6264
7	Ngitsi Mamba	M	15-May-2001	7861 8323
8	Nontsikelelo Gadlela	F	01-Feb-2003	7801 5205
9	Mcolisi Shongwe	M	03-Mar-2000	7865 3767
10	Philani Dlamini	M	28-Marc-1988	7817 9283
11	Colani Mngometulu	M	07-Sep-1998	7851 3903
12	Siyabonga Mamba	M	15-Oct-1999	7674 5607
13	Mphumuzi Khumalo	M	05-Sep-2002	7868 4885
14	Andiswa Dlamini	M	23-Nov-2008	7821 5853
15	Lindani Simelane	M	10- Aug-2004	7686 8710
16	Nokubonga Tfwala	F	27- Feb-2008	7633 8479
17	Sanele Gamedze	M	02-Jun-1992	7688 2672
18	Dumsile Mamba	F	13-Jun-1993	7624 8944
19	Gugulethu Motsa	F	10-Jan-2000	7857 5311
20	Siphamandla Tfwala	M	07- Feb-2006	7815 6373
21	Mduduzi Dlamini	M	25-Jan- 1998	7627 3143
22	Phesheya Dlamini	M	21- Apr-2001	7639 1378
23	Thabiso Matsenjwa	M	27-Mar-2006	7676 1729
24	Mndeni Mndziniso	M	05-Apr- 1999	7861 5428
25	Mlamuli Makhanya	M	23-Sep-2005	7816 7507
26	Gcina Kunene	M	17-Aug-2001	7997 7286
27	Thokozani Gamedze	M	05-Jul-1999	7993 7044
28	Welile Nkhambule	F	21-Sep-2006	7814 1095
29	Samkeliso Gumedze	M	23-Nov-2004	7813 9956
30	Njabulo Dlamini	M	14-Apr-2004	7842 0236

# Basic Referee Course 6, 7, 13 & 14 July 2024 – LRFA, KaLanga

NO	NAME	G	DATE OF BIRTH	CONTACT	DAY1	DAY2	DAY3	DAY4
1	SIKHONDZE Simiso	M	21/07/2007	76218067	p	P	P	P
2	GUMBI Phumlani	M	17/02/2007	76883845	P	P	P	P
3	VILAKATI Khayaletu	M	05/10/2005	79503008	P	P	P	P
4	NXUMALO Temaphovela	F	06/02/2006	78022614	P	P	P	P
5	GWEBU Luyanda	F	24/02/2008	78422208	P	P	P	P
6	Gwebu Tandzile	F	06/05/2008	78313521	P	P	P	P
7	MASANGO Sibonelo	M	14/10/2010	78552827	P	P	P	P
8	GWEBU Bethusile	F	11/04/2010	76884014	P	P	P	P
9	DLAMINI Londiwe	F	24/02/2008	76224903	P	P	P	P
10	DLAMINI Siphesihle	F	12/12/2009	78552827	P	P	P	P
11	XABA Lindelwa	F	28/02/2010	76038323	P	P	P	P
12	FAKUDZE Sibonelo	M	06/12/2004	76325117	P	P	P	P
13	MASEKO Nokwada	F	07/08/2011	768558291	P	P	P	P
14	MBHAMALI Notsile	F	09/05/2009	76443404	P	P	P	P
15	HLOPHE Masiko	M	12/06/2009	78054746	P		P	P
16	MATSENJWA Sinethemba	F	14/02/2009	78337626	P	P	P	P
17	NDZIMANDZE Bayabongwa	M	17/09/2005	78346358	P		P	P
18	MAGAGULA Ncobizitha	M	06/10/2006	78175502	P	P	P	P
19	VILAKATI Owethu	M	01/08/2006	76205010	P	P	P	P
20	GAMEDZE Nonhle	F	13/07/2010	76636953	P	P	P	P
21	GAMEDZE Lindokuhle	F	27/10/2009	76546326	P	P	P	
22	DLAMINI Xoliswa	F	31/08/2010	76262638	P		P	P
23	SITHOLE Lungisile	F	24/07/2010	76830188	P	P	P	P
24	LUSHABA Senkhosi	F	06/07/2010	78574551	P		P	P
25	Gadlela Zinhle	F	06/06/2011	76224142	P	P	P	P
26	TSABEDZE Qiniso	M	16/03/2005	79079974	P	P	P	P
27	NDZINISA Siboniso	M	12/04/1995	76743861	P	P	P	P
28	MAZIYA Ayanda	M	15/11/1999	76988655	P	P	P	P
29	MNGOMETULU Nkosiya	M	02/04/2006	78375434	P	P	P	P
30	NDZIMANDZE Sifunayena	M	17/08/2006	76364825	P	P	P	P

# **Basic Referee Course 23, 24, 30 November & 1 December 2024 – SRFA, Tjendlovu**

NO	NAME	G	DATE OF BIRTH	CONTACT	DAY1	DAY2	DAY3	DAY4
1	Dlamini Philani	M	01-03-1993	76152262	✓	✓	✓	✓
2	Dlamini Nhlanhla	M	16-11-1991	76747726		✓	✓	✓
3	Dlamini Fisokuhle	M	21-07-2007	78538328	✓	✓	✓	✓
4	Dludlu Nkosikhona	M	08-06-1989	76137330	✓	✓		✓
5	Gwebu Muzi	M	11-05-1990	78689572	✓	✓	✓	✓
6	Hlanze Vusimuzi	M	14-11-2003	78541082	✓	✓	✓	✓
7	Khumalo Mancoba	M	12-09-1995	76782565	✓	✓	✓	✓
8	Mamba Nokwanda	F	05-05-1996	78556637	✓	✓		✓
9	Masimula Thandiswa	M	04-05-2022	76788695	✓	✓	✓	✓
10	Mkhumane Makhosi	F	11-12-1991	76962786	✓	✓	✓	✓
11	Mtjali Nduduzo	M	30-10-1998	76961752	✓	✓	✓	✓
12	Msibi Mandlenkosi	M	08-09-2002	78650974		✓	✓	✓
13	Ntshangase Nkosinathi	M	21-11-2005	78274643	✓	✓	✓	✓
14	Sibandze Anele	F	24-09-2003	76467770	✓	✓	✓	✓
15	Sibandze Amahle	F	24-12-2006	76507528	✓	✓	✓	✓
16	Sibandze Sifiso	M	07-05-2002	78314329	✓	✓	✓	✓
17	Shabangu Mthobisi	M	25-08-2004	78241469		✓	✓	✓
18	Shabangu Lenhle	F	01-12-2006	76886071	✓	✓	✓	✓
19	Simelane Sibusiso	M	19-02-1991	76980028	✓	✓	✓	✓
20	Simelane Saneliso	M	25-08-1996	76159741	✓	✓	✓	✓
21	Simelane Mancoba	M	20-09-2007	76658623	✓	✓	✓	✓
22	Simelane Nonhle	F	25-09-2003	78650480	✓		✓	✓
23	Simelane Sandziso	M	22-03-2003	78216495	✓	✓	✓	✓
24	Simelane Mfundo	M	23-09-1989	76386503	✓	✓	✓	✓
25	Sithole Mayibongwe	M	27-03-2008	76275528	✓	✓	✓	✓
26	Vilane Christian	M	07-10-2005	76565712	✓	✓	✓	✓
27	Hlanze Amahle	M	2005	76790552	✓			
28	Ndzinisa Bongumusa	M	2005	78416961	✓			
29	Mamba Wandile	M	12-02-1989	76035701	✓			
30	Mazibuko Emmanuel	M	21-10-2007	78117523	✓			

**Intermediate Referee Course 22, 23, 29 & 30 June 2024 – MRFA, Catholic**

NO	NAME	G	CONTACT
1	NDUMISO KHUMALO	M	79945599
2	LWAZI M AIDE	M	78312838
3	PHUMLANI DLADLA	M	76197712
4	KHULEKANI MDLULI	M	76559451
5	VUSUMUZI DLAMINI	M	78414734
6	NCAMISO JELE	M	76818812
7	WANDILE GWEBU	M	78633715
8	FUNDO NGWENYA	M	78018707
9	OWETHU STEENKAMP	M	79658913
10	NJABULO MASUKU	M	78196721
11	MVUSELENI MKHWANAZI	M	76054132
12	SIPHOSETHU MDLULI	M	76591043
13	CEBOLENKHOSI MAGAYA	M	79077647
14	WANDILE S MABUZA	M	76549586
15	MPHUMELELO THWALA	M	76881117
16	KWANELE SHONGWE	M	78391001
17	SANDILE FAKUDZE	M	76743127
18	LUNGELO MKHONTA	M	76781543
19	MTHOKOZISI MAMBA	M	76721983
20	MANGALISO G MABILA	M	76356386



### Intermediate Referee Course 17, 18, 24 & 25 August 2024 – SRFA, Nhlango

NO	NAME	G	DATE OF BIRTH	CONTACT	DAY1	DAY 2	DAY 3	DAY4
1	NDLOVU Nicholas	M		76167377	P	P	P	P
2	MKHUMANE Siyabonga Tandzile	F	11/12/1991	76962786	P	P	P	P
3	NXUMALO Xolani Nkabanhle	M	22/11/1993	76406088	P	P	P	P
4	SIMELANE Vukile Emmanuel	M	08/11/1996	78885098	P	P	P	P
5	MASUKU Vusi	M	07/07/1986	76186900	P	P	P	P
6	HLANZE Thokozani	M	10/04/2004	76657515	P	P	P	P
7	MAZIBUKO Vamokuhle	M	17/07/2004	76156398	P	P	P	P
8	SOKO Bongani	M	07/07/1983	76621344	P	P	P	P
9	VILAKATI Bhekumenzi	M	08/08/1987	78705274	P	P	P	P
10	NXUMALO Bonkhe	M	09/12/1997	76344395	P	P	P	P
11	MKHATJWA Machawe	M	20/09/1990	76561899	P	P	P	P
12	SHONGWE Maphinda	M	08/02/1987	78032083	P	P	P	P
13	SIMELANE Ncamiso	M	27/07/1994	76751228	P	P	P	P
14	MATSEBULA Mongi	M	25/07/2005	78243010	P	P	P	P
15	MAVUSO Donald Sandile	M	27/07/1978	78445077	P	P	P	P
16	MNGOMETULU Buhle	M	23/03/1976	76988993	P	P	P	P

### Youth Referee Course 20, 21, 27 & 28 April 2024

NO	SURNAME & NAME	G	D. O. B	CONTACT	REGION
1	Mabuya Sihlumile Tomu	M	19-10-2004	7653 2133	HRFA
2	Vilakati Siphwe	F	30-12-2005	7699 0756/ 7822 9799	HRFA
3	Simelane Velaphi	M	03-06-2005	7661 9466	LRFA
4	Mahlalela Thokozani	M	13-01-2006	7660 9246	LRFA
5	Mahlalela Mhlonishwa Zwakele	M	04-09-2005	7661 6115	LRFA
6	Mpendulo Mncina	M	05-12-2005	7833 6582	LRFA
7	Mbhamali Bongiswa	F	26-09-2004	7658 3260	LRFA
8	Steenkamp Veliswa Owethu	M	15-06-2006	7965 8915	MRFA
9	Magaya Cebolenkhosi	M	17-06-2009	7628 0875	MRFA
10	Mkhonta Lungelo	M	21-03-2007	7678 1543	MRFA
11	Malindzisa Sikhumbuzo	M	17-05-2005	7660 9205	MRFA
12	Gamedze Samkeliso	M	01-03-2004	7813 9956	LRFA

**Intermediate Referee Course 20, 21, 27 & 28 April 2024 - LRFA**

NAME OF PARTICIPANT	D.O.B	CONTACTS	GENDER
1.Dlamini Jabulani	23/02/1986	76179565	M
2.Gamedze Zwelakhe	13/08/2000	76748271	M
3.Kunene Siboniso	19/04/1997	78210437	M
4.Madzinane Sakhile	06/11/1989	76878474	M
5.Magagula Tuesday	17/01/1995	78166825	M
6.Malaza Thulani	11/11/1970	76045697	M
7.Mathonsi Simphiwe	11/08/2002	78190759	M
8.Matsenjwa Dennis	01/08/1968	78028140	M
9.Matsenjwa Siphephelo	01/08/2000	78372749	M
10.Mbhamali Bongiswa	26/09/2004	76443404/78363032	F
11.Ndlovu Mayibongwe	25/09/1997	78218503	M
12.Sibisi Lizwe	17/06/1971	76608194	M
13.Sithole Temalungelo	26/09/1991	78028140	F
14. Tsabedze Kwanele	29/08/1998	78454782	M

### Assessor Workshop – 5 February 2024 Technical Centre

#	NAME	G	CONTACT	EMAIL
1	Phinda Dlamini	M	7607 8263	<a href="mailto:ndishdlamini@gmail.com">ndishdlamini@gmail.com</a>
2	Siphesihle Sibeko	F	7696 8129	<a href="mailto:sibekosiphesihle81@gmail.com">sibekosiphesihle81@gmail.com</a>
3	William Shongwe	M	7802 2952	<a href="mailto:william_shongwe@yahoo.com">william_shongwe@yahoo.com</a>
4	Ernest Dlamini	M	7617 9273	<a href="mailto:medlamini001@gmail.com">medlamini001@gmail.com</a>
5	Phinda Ndzimandze	M	7642 3230	<a href="mailto:phindandzimandze.fa@gmail.com">phindandzimandze.fa@gmail.com</a>
6	Lybnah Sibiya	M	7604 1621	<a href="mailto:lybnahtsibiya06@gmail.com">lybnahtsibiya06@gmail.com</a>
7	Dumisani Hadebe	M	7607 4715	<a href="mailto:dumisanihadebef@gmail.com">dumisanihadebef@gmail.com</a>
8	Henry Mmemma	M	7649 4712	<a href="mailto:henrymmema@gmail.com">henrymmema@gmail.com</a>
9	Kuhle Mkhatshwa	M	7626 6294	<a href="mailto:zwidekalanga06@gmail.com">zwidekalanga06@gmail.com</a>
10	Gilbert Dlamini	M	7605 9033	<a href="mailto:gilbertz68dlamini@gmail.com">gilbertz68dlamini@gmail.com</a>
11	Mbongeni Shongwe	M	7632 4267	<a href="mailto:mbongenimcusi@gmail.com">mbongenimcusi@gmail.com</a>
12	Senzo Nkambule	M	7820 1140	<a href="mailto:senzoankambule@gmail.com">senzoankambule@gmail.com</a>
13	Enock Silenge	M	7606 7020	<a href="mailto:nckslng9@gmail.com">nckslng9@gmail.com</a>
14	Jabulani Motsa	M	7637 8599	<a href="mailto:jabulanimotsa@gmail.com">jabulanimotsa@gmail.com</a>
15	Thulani Nkonyane	M	7613 1239	<a href="mailto:thulaninkonyane97@gmail.com">thulaninkonyane97@gmail.com</a>
16	Mbongiseni Fakudze	M	7615 0982	<a href="mailto:fakudzeme@gmail.com">fakudzeme@gmail.com</a>
17	Sabelo Kunene	M	7608 3658	<a href="mailto:kunenesabelo9@gmail.com">kunenesabelo9@gmail.com</a>
18	Mandla Gama	M	7608 0973	<a href="mailto:mandlagama06@gmail.com">mandlagama06@gmail.com</a>
19	Sipho Kunene	M	7603 7359	<a href="mailto:siphok55@gmail.com">siphok55@gmail.com</a>
20	Milton Khoza	M	7615 1217	<a href="mailto:mrmliltonkhoza@gmail.com">mrmliltonkhoza@gmail.com</a>
21	Mbuso Matse	F	7674 4774	<a href="mailto:mmbuso88@gmail.com">mmbuso88@gmail.com</a>

## Appendix 5:

**CAF Safe Stadium Initiative Workshop at the Bethel Court, Ezulwini in Eswatini, on 16<sup>th</sup> to 18<sup>th</sup> July 2024**

NAME AND SURNAME	NAME INSTITUTION/CLUB/ORGANIZATION
<b>PREMIER LEAGUE CLUBS</b>	
1. Clement Mkhathshwa	Royal Leopards FC
2. Michael Vilakati	Young Buffaloes FC
3. Mbuso Hlophe	Moneni Pirates FC
4. Philip Nkambule	Denver Sundowns FC
5. Mlungisi Mamba	Manzini Seabirds FC
6. Thembinkosi Zwane	Rangers FC
7. Bheki Magagula	Mbabane Swallows FC
8. Nkosinathi Shongwe	Ezulwini United FC
9. Clive Dlamini	Green Mamba FC
10. Sihle Dlamini	Nsingizini Hotspurs FC
11. Mpendulo Dlamini	Illovo FC
12. Ronny Sibandze	Mbabane Highlanders FC
13. Buyani Khumalo	Madlenya FC
14. Ncamiso Dlamini	Manzini Wanderers FC
<b>FIRST DIVISION CLUBS</b>	
15. Elvis Mahlalela	Sisonkhe FC
16. Sifiso Mkhathshwa	Seven Dreams FC
17. Wakhile Mamba	Red Rhinos FC
18. Esihle Magagula	Lozitha Spurs FC
19. Loren Shongwe	CK Survivors FC
20. Bongzi Mkhwanazi	Tambankulu Celtics FC
21. Nkosing'phile Shongwe	Pigg's Peak Rangers FC
22. Busta Vilakati	Pigg's Peak Black Swallows FC
23. Nhlakanipho Dlamini	Ludzeludze Killers FC
24. Nolwazi Vilakati	Malanti Chiefs FC
25. Nicholas Malinga	Magwanyana FC
26. Mcolisi Mkhonta	Amawele FC
27. Dominic Tsabedze	Masundvini Royal Swallows FC
28. Clifford Mamba	PLE Safety & Security Officer
<b>Eswatini Football Association</b>	
29. Nkosinathi Kunene	EFA Safety & Security Committee
30. Lucky Dube	EFA Safety & Security Committee
31. Nosipho Mnguni	EFA Safety & Security Committee
32. Banele Nhlengetfwa	EFA Safety & Security Committee
33. Bongani Mkhwanazi	EFA Safety & Security Committee
34. Muzi Malinga	EFA Safety & Security Officer
35. Enock Maseko	EFA Safety & Security Officer
36. Thulani Magagula	EFA Safety & Security Officer
<b>Government</b>	
37. Bafana Sipho Hlophe	Royal Eswatini Police Service
38. Mphumelelo D. Vilakati	Royal Eswatini Police Service
39. Thembinkosi B. Mhlanga	Royal Eswatini Police Service
40. France Mfundo Nxumalo	Royal Eswatini Police Service









## **Interventions to improve the Practice and Performance of Women Football under the auspices of Eswatini Football Association**

## 6.1 Preamble

Pursuant to a presentation of the EFA Technical Committee on the poor performance of the women national teams and the need to resuscitate the whole women game a decision was made by the Executive Committee; that the Technical Committee, the EFA Women Football Committee and the Executive Committee of the Women Football Association must meet to discuss on interventions that could be solicited to improve the performance of the general women football game. The Executive Committee further decided that the EFA CEO will facilitate the convention of these three football bodies to discuss the women football business.

The core purpose of the convention was therefore, to discuss the status quo of Women Football under the auspices of EFA with a view to craft a resilient approach to the improvement of the performance and practice of women football. The abovementioned stakeholders convened on two occasions; on the 9<sup>th</sup> November 2023 and on the 7<sup>th</sup> December 2023.

It was also very significant to establish the programmes and interventions already in existence or currently obtaining or available or has been achieved with respect to the women football game, aimed at its improvement. The following programmes, activities and interventions were already in existence:

- Women Football Strategy Development: EFA has developed a four-year strategy for the practice of the women game of football, a participatory exercise of all stakeholders to the women football game. this strategy spans from 2023 to 2026.
- Women Football Competitions: There is a perennial Women National League having twelve (12) teams in participation, whose champions qualify to play the CAF Women Champions League.
- There are Women Football development programmes/events/competitions that have been introduced and are currently taking place, within and against which interventions to improve women football could be founded.
- The contemporary available programmes of note include the following:
  - Talent Development Scheme
  - Pick n' Pay
  - Collaborations with Non-Governmental
  - Schools competitions
  - Women in Football Leadership Programme

## 6.2 Critical areas of observance

It became essential to first present and discuss the distinct and interdependence roles of the various key stakeholders involved in the practice of the women football game such; essentially, the role of the EFA Technical Committee, the Women Football Committee and the Women Football Association on how they relate to one another, including the governance and organizational structure critical in the flow of information and address of matters relating to the women game.

The following areas were deemed as critical for the discussions on the interventions for the improvement of the women football game:

### 6.2.1 The governance of women football

#### 6.2.1.1 Observations and challenges

- 6.2.1.1.1 Ignorance on WF governance structures. There exists a vast and varying ignorance on the understanding of the women football structure in the country and the respective roles of the various bodies and internal stakeholders involved in the game of the women. Such

bodies include, the women football committee; the women football association and the women division under the auspices of the technical department.

6.2.1.1.2 *Responsibilities and roles demarcation. There is an observed clash in the responsibilities and roles and failure to demarcate the lines of responsibility*

6.2.1.1.3 *Working relations between bodies responsible for WF. The working relations between the bodies working on women football seem to be fragmented, thus threatening the conduct in the implementation of activities relating to women football and acceptance of the respective responsibilities in the discharge of such activities. Attitudes, personalities and egos are prevalent thus a lack of maturity in the approach to the game business as a whole.*

6.2.1.1.4 *Inadequate flow of information on WF programmes/activities. This observed challenge is attributed to the existence of clashes within and between the bodies that deal with the women football game.*

#### 6.2.1.2 *Possible solutions*

6.2.1.2.1 Capacity building on WF Governance

6.2.1.2.1.1 *Leadership workshops, courses*

6.2.1.2.1.2 *Orientation of committees once established to create understanding and build relations*

6.2.1.2.2 Collaborations of all bodies or stakeholders involved in WF

### 6.2.2 **Women football competitions**

#### 6.2.2.1 *Observations / Challenges*

6.2.2.1.1 *Inadequate competitions. Even the current existing league does not have adequate competitions*

6.2.2.1.2 *Lack of junior competitions. Low incidence of new talent*

6.2.2.1.3 *Low or lack of competitiveness. No relegation nor promotion*

6.2.2.1.4 *Disparity in competitiveness. Within the league between women football teams*

#### 6.2.2.2 *Possible solutions*

6.2.2.2.1 Establishment of more competitions;

6.2.2.2.2 Review of existing WF league to induce competitiveness. Introduction of *relegation and promotion*.

6.2.2.2.3 Establishment of leagues countrywide.

6.2.2.2.4 Establishment of junior leagues for women football. Establishment of a foundation for a player development pathway that will give rise to new talent that can be developed for the national league.

6.2.2.2.5 Collaborations with schools and tertiary institutions for complementary competitions

### 6.2.3 **General standards of the women football game**

#### 6.2.3.1 *Observations and challenges*

6.2.3.1.1 *Standards very low, including in the existing women football league. Disparity in competitiveness between the highest performing women team and the next in the standings.*

6.2.3.1.2 *Low standards of women football clubs. Poor governance of women football teams and observed lack or inadequate players' training, thus compromising the quality of players for the women game.*

- 6.2.3.1.3 WF players currently not competent for international football competitions or matches. *The training and preparation standards at women football clubs are low and thus requiring an extended period and massive resources and national teams' level to address the critical deficiency.*
- 6.2.3.1.4 Adverse culture factor. The availability of girls and women for the women football game not readily assured in view of cultural challenges.
- 6.2.3.1.5 Poor women football development

#### 6.2.3.2 Possible solutions

- 6.2.3.2.1 Implementation of the women football strategy
- 6.2.3.2.2 Human Resource Capacity building in WF. *Leadership workshops, Club management; League development.*
- 6.2.3.2.3 Exploit opportunities of Collaborations of with other stakeholders.
- 6.2.3.2.4 Club licensing introduction

### 6.3 Overarching interventions proposed to incline the standard of the women football game.

- 6.3.1 Implementation of the currently established women football strategy 2023 – 2026: The development of the strategy was both extensive and intensive, comprising of an in-depth analysis of the women football environment [SWOT (*strengths, weaknesses, opportunities, threats*) analysis and PEST (*political, economic, social, technological*) analysis]. The developed women strategy is comprehensive with a compelling vision aimed at improving women football, i.e. *“A preferred sport for women and girls in the country, where every woman and girl are afforded a safe and rewarding environment to participate”*. It has four pillars which cover to a greater degree all the issues essential to have a competitive women football game that can enhance the establishment of strong women national teams at various levels.
- 6.3.2 Addressing the inherent or underlying factors that affect the implementation of planned programmes and activities for women football development: There is an existence of a lack or sluggishness in the implementation of activities for the women football game development such as; human capacity both in terms of numbers and quality; poor governance of women football clubs; lack of appropriate use of allocated resources to women football development or practice interventions; poor planning and calendar of activities; poor collaborations as a result of poor relations amongst women football stakeholders; and the lack of monitoring and evaluation amongst others.
- 6.3.3 Courses and workshops on women football governance, administration and development: These involve human resource capacity building; women football clubs management; coaching in women football. The workshops/courses must also help to address the structure in a women football club.
- 6.3.4 Premier League clubs must have a requirement to have women football teams: This will aid in achieving stability, sustainability and influence and consistent structure and administration of women teams. There must be standardized agreements of collaborations and investments by the PL teams to the women football teams.
- 6.3.5 Women football player development pathway establishment: This is consolidation of programmes aimed at building a women football player from the grassroots levels to the elite levels, undergoing every stage essential in the development of a women football player. This also involves the establishment of will coordinated and monitored junior leagues aimed at developing elite women players for the senior teams and ultimately national teams.
- 6.3.6 Review some of the existing women structures: This is aimed to consolidate the practice and performance of the women football game.

- 6.3.7 Establishment of multi-stakeholder collaborations: This will assist in the solicitation of essential resources, which otherwise are not available or are deficient, yet essential in the development of women football.
- 6.3.8 Utilization of technical centres for the development activities of the women game: the already constructed technical centres for football development must be accessible for the practice of women football development, including marking them as centres for women football development.
- 6.3.9 Introduction of science into the development of women football players: Inculcating or incorporation of scientific considerations in the identification, nurturing and development of the women football players.
- 6.3.10 Monitoring and evaluation of women football activities: Close monitoring of all women football activities to ensure productivity by those entrusted in governing, managing and developing women football.
- 6.3.11 Talent Development Scheme (TDS) introduction for women football players: Consolidation of the EFA/FIFA Talent Development Scheme (TDS) to harness the opportunities of developing more competent women football players for the future of women football.
- 6.3.12 Harness opportunities for schools and tertiary institutions football: There must be deliberate efforts to have established women football competitions with schools and tertiary institutions and complimentary women football development programmes. This will also help to large degree to address some of the cultural challenges faced by women football practitioners which provide hiccups to the practice and performance of the women football game.
- 6.3.13 Women football club licensing: Introduction of club licensing with women football clubs, with specific minimum areas of performance prescribed to assist improve the structure and organization of women football clubs which will enhance their efficiency and effectiveness in the discharge of the activities of women football clubs at all levels.

## Appendix 8: Contract of Agreed Objectives between FIFA and the EFA for the 2023-2026 Cycle

### Contract of Agreed Objectives

between:

- (1) **FÉDÉRATION INTERNATIONALE DE FOOTBALL ASSOCIATION (FIFA)**, whose principal place of business is at FIFA-Strasse 20, P.O. Box, CH-8044 Zurich, Switzerland (hereinafter **"FIFA"**); and
- (2) **ESWATINI FOOTBALL ASSOCIATION**, whose registered offices are at Sigwaca House, Plot 582, Sheffield Road, P.O. Box 641, Mbabane, Eswatini (hereinafter **"MA"**), and together with FIFA, the **"Parties"**.

#### Introduction

- (A) FIFA conducts a football development programme under the name of "Forward" (**"Forward Programme"**) whereby FIFA primarily grants its MAs and the confederations financial and non-financial support in their endeavours to develop and foster football at all levels within their territories, as set out in the FIFA Forward Development Programme Regulations (**"Forward Regulations"**) promulgated by FIFA, as amended from time to time, which form an integral part of this Agreement.
- (B) In accordance with the Forward Regulations, the Parties hereby enter into a contract of agreed objectives (**"Agreement"**), setting out the specific objectives agreed between the MA and FIFA for the four-year cycle (2023 - 2026) for the use of the financial support granted by FIFA to the MA for specific projects under the Forward Programme.

NOW, IT IS AGREED as follows:

#### 1 Agreed objectives

- 1.1 After an analysis of the footballing situation in its territory, the MA, with the assistance of FIFA, has determined the following specific objectives for football development in its territory (**"MA Objectives"**):
  - 1.1.1. To implement a talent identification and development programme, whilst supporting the participation and development of grassroots and youth football (i.e. school football, youth regional and national leagues, academies, knockout competitions and National Youth/ Women's Age Group Teams) with all innovations and format transformations being guided by Eswatini FA's participation in the FIFA Talent Development Scheme, the FIFA Football For Schools Programme, the CAF African Schools Programme and the CAF Club Licensing Regulations
  - 1.1.2. To assume a programme of infrastructure development including new pitches and transnational-standard amenities in designated locations across the country by the end of 2026, in order to provide high attribute match and training facilities. Appropriately, a comprehensive scope of works will be fashioned and approved based on a robust project blueprint integrating the financial plan (budget), timeline and project proprietor. Accomplishment will be adjudicated based on the delivery of the whole plan fundamentals, on time and within fiscal estimates
  - 1.1.3. To progress a contemporary, dynamic commercial department with competent staff, and capable of generating sales, signing new sponsorships, in order to incessantly



upsurge the EFA's business revenues and to diversify the financial resources by the end of 2026

- 1.1.4. To implement a women's football development project covering the competition pathway, participation growth, the development of female coaches, referees, administrators and volunteers. Eventually, to inaugurate a regional women's leagues (with at least 10 clubs) by June 2025 and assure a senior women's national league with a universal business plan and competition structure and resources to ensure the long-term success of the league
- 1.1.5. To capitalise in the development of the governance and administration to ensure an effective and efficient Eswatini Football Association. To incorporate the institution of new fit-for-purpose secretariat departments/divisions, contemporary systems, hardware and software to speed up decision-making, subvention and communication with our members. To guarantee our processes and policies are documented and accessible by all of our members and covering key priorities, especially in the areas of social responsibility (Equality, Diversity & Inclusion, Safeguarding, Integrity and Sustainability).

The MA Objectives shall be consistent with the strategic framework that the MA may have already implemented (Annexe A).

- 1.2 Pursuant to article 7 of the Forward Regulations, FIFA hereby approves the MA Objectives as agreed objectives between the Parties.
- 1.3 The MA wishes to make use of its right to benefit from FIFA's revenues under the Forward Programme as stipulated in article 4 paragraph 1 of the Forward Regulations currently in force. The MA shall submit applications for specific projects to be implemented during the period of this Agreement for approval by the FIFA general secretariat or the FIFA Development Committee, as the case may be. Once approved, such projects shall be known as "MA Projects" for the purpose of this Agreement and the application together with the corresponding statement of approval ("**SoA**") which has entered into effect for each of these projects, shall become and be deemed an integral part of Annexe B to this Agreement entitled "MA Projects (Application and SoA)".
- 1.4 Funds received by the MA from FIFA under the Forward Programme for specific projects shall not be used for any purposes other than to achieve the MA Objectives as described in clause 1.1 unless there is a decision by the Development Committee in this regard.
- 1.5 The MA must inform FIFA in writing if it intends to use the funds to achieve other objectives. In this case, the new objectives shall be subject to this Agreement, and not permitted before the execution of a written amendment to this Agreement or the termination of this Agreement and the conclusion of a new contract of agreed objectives.

## **2 Use of funds under the Forward Programme**

- 2.1 The MA hereby undertakes and agrees (i) to only use the financial support received from FIFA under the Forward Programme for specific projects in accordance with the

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- terms of this Agreement, and (ii) to fully adhere and comply with all its obligations and all the requirements under the Forward Regulations as well as with any regulations, circulars or directives issued by FIFA from time to time.
- 2.2 Any breach of the MA's obligations under the Forward Regulations or of any circulars or directives issued by FIFA shall constitute a breach by the MA of this Agreement.
- 2.3 The MA commits to ensuring, in addition to compliance with the Forward Regulations, that (i) any third parties (such as companies, manufacturers, contractors, suppliers and consultants) appointed by the MA shall be engaged under the customary conditions prevailing in the geographical area where the MA Projects shall be implemented, (ii) no kickbacks or other undue benefits shall be paid, delivered or received by any party or person involved in such transactions, (iii) the selection process for the appointment of third parties (such as companies, manufacturers, contractors, suppliers or consultants) is undertaken in accordance with best practice and all applicable laws with a clearly described selection policy, (iv) any third-party contractor fully complies with all applicable laws when performing its contractual obligations related to the MA Projects, and (v) the involvement of third parties (such as companies, manufacturers, contractors, suppliers and consultants) shall not violate any sanction lists published by Switzerland, the United Nations and/or any other applicable national or international sanction list.
- 2.4 The MA acknowledges, agrees and certifies that receipt of any financial support from FIFA under the Forward Programme remains at all times also contingent on the MA conducting its general business (not limited to development projects) in accordance with all applicable laws in force and amended from time to time. This includes but is not limited to the way in which the MA conducts the commercialisation of any rights it holds to events or football matches hosted or organised by the MA (either on its own or together with any third party). FIFA may request, at any time, the MA to provide specific information and data in relation to its general business as stated above.
- 2.5 FIFA is entitled to monitor closely the activity of the MA and the local auditors, carry out regular controls and rigorously sanction any situation leading to the misuse or misappropriation of funds granted by FIFA. Amongst other things, in the event of the misuse or misappropriation of funds by the MA, or in the event of any other breach of this Agreement (including the Forward Regulations) by the MA, FIFA expressly retains the right to act as per clause 3 or to terminate this Agreement as per clause 5 of this Agreement. The foregoing is without prejudice to any other measures that may be taken and/or sanctions that may be imposed by FIFA under its regulatory framework or any notification to any competent authorities.

### **3 Performance of FIFA's payment obligations**

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- 3.1 The grant of any funding by FIFA is subject to the conditions of the Forward Regulations, including but not limited to the MA fully cooperating with any audits performed pursuant to the Forward Regulations.
- 3.2 Any payments to be remitted by FIFA to the MA for specific projects shall become payable in line with the payment schedule and conditions set out in the relevant SoA.
- 3.3 The MA acknowledges that, while it has a general entitlement to receive funding from FIFA in accordance with article 6 of the Forward Regulations, FIFA remains entitled to withhold any payments due, suspend any future payments, suspend the approval of any project applications and/or oblige the MA to return released funds in the event that the MA is in breach of this Agreement (including, but not limited to, the use of the funds

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provided by FIFA under the Forward Programme not in line with the Forward Regulations, this Agreement or with any circulars or directives issued by FIFA in connection therewith).

#### **4 Warranties, covenants and indemnity**

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- 4.1 The MA warrants, represents and undertakes to FIFA that:
- 4.1.1 FIFA shall not in any way be liable to any third party on account of (i) any of the MA Projects and FIFA's contribution to any of the MA Projects pursuant to this Agreement, or (ii) any actions or omissions by a third party; and
  - 4.1.2 there are no legal proceedings pending or threatened for the winding-up or dissolution of the MA (including bankruptcy, composition or similar proceedings) or to appoint a receiver or administrator for the whole or any part of the MA's respective undertakings or assets.
- 4.2 The MA shall not (i) do anything which undermines or prejudices the integrity and good image of, or brings into disrepute, FIFA, its affiliates, any FIFA competition and/or association football, and (ii) be authorised to receive any monies payable to FIFA, pledge FIFA's credit, and/or enter into any contracts or undertakings on behalf of FIFA.
- 4.3 The MA hereby indemnifies and holds harmless FIFA, its officers, employees, contractors and assigns ("**Indemnified Parties**") on first demand from and against any losses, damages (including consequential damages), judgements, penalties and expenses obtained against, imposed upon, incurred or suffered by any of them in relation to any violation of this Agreement. The MA's right to offset any obligations against such indemnification claim(s) shall be and is hereby waived.

#### **5 Term and termination**

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- 5.1 This Agreement enters into force on 6 July 2023 and will, subject to clauses 5.2 and 5.3 below, expire automatically on 31 December 2026.
- 5.2 FIFA may immediately terminate this Agreement and/or any of the MA Projects by giving written notice to the MA in the event of any of the following situations:
- (a) the MA is in breach of any of its obligations under this Agreement, including the Forward Regulations, and fails to remedy such breach within 15 days of receiving written notice from FIFA;
  - (b) there are valid reasons for a termination, in particular if (i) the MA or any of its key representatives is in breach of other regulations, circulars or decisions of FIFA and/or contracts with FIFA, and/or (ii) the MA or any of its key representatives are involved in criminal or unethical activity;
  - (c) the MA becomes insolvent, enters into bankruptcy, composition, dissolution or similar proceedings, has a receiver, administrator or manager appointed over its business or assets, ceases to carry on its business, or claims the benefit of any statutory moratorium.
- 5.3 If this Agreement is terminated for any reason whatsoever:
- (a) all MA Projects pursuant to this Agreement shall be cancelled automatically, and all permissions, authorisations and consents of whatsoever nature granted to the MA under this Agreement or any of the respective MA Projects shall immediately and automatically be revoked;
  - (b) the MA shall not assert any claims for damages or other claims against FIFA under any title whatsoever in connection with the termination;

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- (c) any funds received by the MA from FIFA under this Agreement, which upon termination have not yet been used by the MA, shall remain in the bank account set up as per article 8 paragraph 1 (e) of the Forward Regulations; such funds shall not be used by the MA without written approval from FIFA.
- 5.4 Any termination shall be without prejudice to any other rights or remedies to which FIFA may be entitled under this Agreement or any of the MA Projects and/or at law (e.g. statutory termination or rescission rights). Any termination shall have no effect on any accrued liabilities of the MA.

## **6 Miscellaneous**

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- 6.1 The MA shall not assign, sub-license or transfer any rights under this Agreement to any third party. No third party shall have any benefits, rights, claims or remedies under this Agreement and/or under any of the MA Projects against FIFA. FIFA shall not be responsible for the performance of any contract entered into by an MA, even if it relates to an MA Objective or any of the MA Projects described above.
- 6.2 The annexes to this Agreement form an integral part of this Agreement. Any amendments to this Agreement, including to this clause 6.2, shall only be valid if made in writing.
- 6.3 The MA shall ensure that all activities of the MA (including its officials and employees) undertaken in connection with this Agreement and/or any of the MA Projects and all activities undertaken by any third party in the context of any of the MA Projects fully comply with all applicable laws, ordinances, regulations, rules, decrees, governmental or judicial orders, or other decisions of any instances at any level whatsoever in any relevant territory. This shall also include, in particular, compliance with (i) any applicable money-laundering laws, (ii) any applicable global anti-corruption laws, and (iii) any applicable sanction regimes.
- 6.4 The Parties acknowledge that giving and taking bribes can lead to criminal proceedings in accordance with article 4a of the Swiss Federal Law on Unfair Competition and articles 102 and 322<sup>octies</sup> of the Swiss Criminal Code as well as pursuant to any other applicable criminal laws or any anti-corruption laws. FIFA is entitled to solicit information in this regard and the MA shall be obliged to provide all requested information.

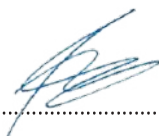
## **7 Applicable law and arbitration**

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- 7.1 This Agreement (including any of the MA Projects concluded hereunder) shall be governed by and interpreted in accordance with the laws of Switzerland to the exclusion of any choice-of-law principles and to the exclusion of the Vienna Convention on the International Sale of Goods.
- 7.2 All disputes in connection with this Agreement and/or any of the MA Projects, including disputes as to their conclusion, binding effect, amendment and termination, are to be promptly settled between the Parties by negotiation. If no solution can be reached, such disputes shall, to the exclusion of any court or other forum, be exclusively resolved by the Court of Arbitration for Sport (CAS) consisting of three arbitrators. The seat of arbitration is Lausanne, Switzerland, and the language of the proceedings shall be English. Any determination by CAS shall be final and binding on the Parties.

IN WITNESS whereof, the Parties have caused this Agreement to be executed by their duly authorised representatives on the day and year stated below.


### Fédération Internationale de Football Association (FIFA)

Signature:  .....

Full name: Mattias Grafström

Title: Deputy Secretary General (Football)

Date: 28/07/2023

Signature:  .....

Full name: Kenny Jean Marie

Title: Chief Member Associations Officer

Date: 27/07/2023


### Eswatini Football Association

Signature:  .....

Full name: Peter SIMELANE

Title: President

Date: 21 / 07 / 2023

Signature:  .....

Full name: Frederick MNGOMEZULU

Title: General Secretary

Date: 21 / 07 / 2023

**Eswatini Football Association  
Contract of Agreed Objectives 2023 – 2026**

1. To implement a talent identification and development programme, whilst supporting the participation and development of grassroots and youth football (i.e. *school football, youth regional and national leagues, academies, knockout competitions and National Youth/ Women's Age Group Teams*) with all innovations and format transformations being guided by Eswatini FA's participation in the FIFA Talent Development Scheme, the FIFA Football For Schools Programme, the CAF African Schools Programme and the CAF Club Licensing Regulations.
2. To assume a programme of infrastructure development including new pitches and transnational-standard amenities in designated locations across the country by the end of 2026, in order to provide high attribute match and training facilities. Appropriately, a comprehensive scope of works will be fashioned and approved based on a robust project blueprint integrating the financial plan (budget), timeline and project proprietor. Accomplishment will be adjudicated based on the delivery of the whole plan fundamentals, on time and within fiscal estimates.
3. To progress a contemporary, dynamic commercial department with competent staff, and capable of generating sales, signing new sponsorships, in order to incessantly upsurge the EFA's business revenues and to diversify the financial resources by the end of 2026
4. To implement a women's football development project covering the competition pathway, participation growth, the development of female coaches, referees, administrators and volunteers. Eventually, to inaugurate a regional women's leagues (*with at least 10 clubs*) by June 2025 and assure a senior women's national league with a universal business plan and competition structure and resources to ensure the long-term success of the league.
5. To capitalise in the development of the governance and administration to ensure an effective and efficient Eswatini Football Association. To incorporate the institution of new fit-for-purpose secretariat departments/divisions, contemporary systems, hardware and software to speed up decision-making, subvention and communication with our members. To guarantee our



processes and policies are documented and accessible by all of our members and covering key priorities, especially in the areas of social responsibility (*Equality, Diversity & Inclusion, Safeguarding, Integrity and Sustainability*).

## INFRASTRUCTURE – VERSION A

Implement a series of infrastructure projects to enable football development at all levels from national to regional.

## INFRASTRUCTURE – VERSION B

PERFORMANCE AREA	OBJECTIVE(S)				
	Specific	Measurable	Achievable	Responsibility	Time-bound
	What does the MA want to achieve?	By how much/many? What's a target that can be measured?	How can the Federation accomplish this objective?	Who is the responsible person for the execution of the objective?	By when shall the objective be achieved?
Infrastructure	<p>Implement a series of infrastructure projects to enable football development at all levels from national to regional. Specifically focus on:</p> <ul style="list-style-type: none"> <li>Improved Drainage of Mkhuzweni technical centre</li> <li>Erection of a new stand at Kalanga technical centre</li> <li>Installation of new turnstiles at Kalanga technical centre</li> <li>Construction of gymnasium, storeroom and changing rooms at the national training centre</li> <li>Construction of new regional training centre and artificial pitch at Manzini.</li> </ul>	<p>Develop a detailed scope of works and project plan including budget, outlining key deliverables. Success will be measured through compliance with all deliverables outlined in the project plan and ensuring all elements are delivered on time and within budget.</p>	<p>Detailed discussions between Consultants, Contractor, MA and FIFA to capture all construction and operational costs.</p> <p>Effective planning and collaboration</p>	<p>General Secretary supported by</p> <p>FIFA Forward Manager</p>	By 2026

## OTHER: TALENT DEVELOPMENT – VERSION A

To implement a talent identification and development programme, whilst supporting the participation and development of grassroots and youth football (*i.e. school football, youth regional and national leagues, academies, knockout competitions and National Youth/Women's Age Group Teams*) with all advancements and format changes being guided by eSwatini FA's participation in the FIFA Talent Development Scheme, the FIFA Football For Schools Programme, the CAF African School Programme and the CAF Club Licensing Regulations

## OTHER: TALENT DEVELOPMENT - VERSION B

AREA	OBJECTIVE(S)				
	Specific	Measurable	Achievable	Responsibility	Time-bound
	What does the MA want to achieve?	By how much/ many? What's a target that can be measured?	How can the Federation accomplish this objective?	Who is the responsible person for the execution of the objective?	By when shall the objective be achieved?
OtherTalent Development	To implement a talent identification and development programme, whilst supporting the participation and development of grassroots and youth football ( <i>i.e. school football, youth regional and national leagues, academies, knockout competitions and National Youth/Women's Age Group Teams</i> ) with all advancements and format changes being guided by eSwatini FA's participation in the FIFA Talent Development Scheme, the FIFA Football For Schools Programme, the CAF African School Programme and the CAF Club Licensing Regulations	The number of qualified and licensed coaches, the number of players detected as eligible by age group (men and women), the performance of national teams through FIFA rankings and the rate of team wins from one year to the next.	Collaboration between MA, FIFA and RTC	Technical Director	By 2026

## COMMERCIAL – VERSION A

To progress a contemporary, dynamic commercial department with competent staff, and capable of generating sales, signing new sponsorships, in order to incessantly upsurge the EFA's business revenues and to diversify the financial resources by the end of 2026

## COMMERCIAL - VERSION B

AREA	OBJECTIVE(S)				
	Specific	Measurable	Achievable	Responsibility	Time-bound
	What does the MA want to achieve?	By how much/ many? What's a target that can be measured?	How can the Federation accomplish this objective?	Who is the responsible person for the execution of the objective?	By when shall the objective be achieved?
Commercial	Develop a modern, dynamic commercial department with commercial staff and capable of generating sales, signing new sponsorships, in order to increase continuously the eSwatini FA's commercial revenues and to diversify the financial resources	Grow commercial revenues by 30%	Recruitment and effective education and development	General Secretary supported by the FIFA Forward Manager	By 2026

## WOMEN'S FOOTBALL – VERSION A

To implement a women's football development project covering the competition pathway, participation growth, the development of female coaches, referees, administrators and volunteers. Eventually, to inaugurate a regional women's league (*with at least 10 clubs*) by July 2025 and assure a senior women's national league with a universal business plan and competition structure and resources to ensure the long-term success of the league.

## WOMEN'S FOOTBALL - VERSION B

AREA	OBJECTIVE(S)				
	Specific	Measurable	Achievable	Responsibility	Time-bound
	What does the MA want to achieve?	By how much/many? What's a target that can be measured?	How can the Federation accomplish this objective?	Who is the responsible person for the execution of the objective?	By when shall the objective be achieved?
Women's Football	Implement a women's football development project covering the competition pathway, the growth in participation, the development of female coaches, referees, administrators and volunteers. Eventually, to inaugurate a regional women's league ( <i>with at least 10 clubs</i> ) by June 2025 and assure a senior women's national league with a universal business plan and competition structure and resources to ensure the long-term success of the league.	Track growth in female players, coaches, referees, administrators and volunteers over the period 2023 - 2026	Collaboration with FIFA, RTC, Government and clubs	General Secretary supported by the FIFA Forward Manager	By 2026

## GOVERNANCE & ADMINISTRATION – VERSION A

To capitalize in the development of the governance and administration to ensure an effective and efficient Eswatini Football Association. To incorporate the institution of new fit-for-purpose secretariat departments/divisions, contemporary systems, hardware and software to speed up decision-making, subvention and communication with our members. To guarantee our processes and policies are documented and accessible by all of our members and covering key priorities, especially in the areas of social responsibility (*Equality, Diversity & Inclusion, Safeguarding, Integrity and Sustainability*).

## GOVERNANCE & ADMINISTRATION - VERSION B

AREA	OBJECTIVE(S)				
	Specific	Measurable	Achievable	Responsibility	Time-bound
	What does the MA want to achieve?	By how much/ many? What's a target that can be measured?	How can the Federation accomplish this objective?	Who is the responsible person for the execution of the objective?	By when shall the objective be achieved?
Governance & Administration	To capitalize in the development of the governance and administration to ensure an effective and efficient Eswatini Football Association. To incorporate the institution of new fit-for-purpose secretariat departments/divisions, contemporary systems, hardware and software to speed up decision-making, subvention and communication with our members. To guarantee our processes and policies are documented and accessible by all of our members and covering key priorities, especially in the areas of social responsibility ( <i>Equality, Diversity &amp; Inclusion, Safeguarding, Integrity and Sustainability</i> ).	Develop a detailed scope of works and project plan including budget, outlining key deliverables. Success will be measured through compliance with all deliverables outlined in the project plan and ensuring all elements are delivered on time and within budget.	Careful planning, review of best practice	General Secretary supported by the FIFA Forward Manager	By 2026



## 1. MISSION, VISION AND VALUES

<b>MISSION</b>	To ensure that football is the most participated in, trusted, competitive, rewarding and responsible sport through the advancement of preservative responsible innovations, its protection and sustainability for prospective generations.
<b>VISION 2026</b>	To be sustainable organization with adequate resources for the development of football and the enhancement of the socio-economic development of the country
<b>VALUES</b>	<ul style="list-style-type: none"><li>• <b>Respect:</b> As EFA we respect the game, its diversity, the players, opponents, officials, stakeholders and supporters all levels.</li><li>• <b>Excellence:</b> Our responsibilities with all our stakeholders shall be carried out with the highest level of professional excellence</li><li>• <b>Integrity:</b> Our operation shall be governed by integrity through ensuring equity, consistency and fairness in our treatment of others and in our decision-making.</li><li>• <b>Teamwork:</b> At all levels of the association, we shall foster commitment to teamwork by combining skills, talent, knowledge, and experience of all members in a coordinated manner to achieve greater results.</li></ul>



## GOAL #1

**Goal:** To facilitate the development, operationalization, utilization and maintenance of functional technical, administrative, development and competitions football infrastructure at all levels from national to regional by 2025.

OBJECTIVES	KPI / MEASURE OF SUCCESS	RESPONSIBLE PERSON	BY WHEN	SOURCE OF BUDGET
To construct a drainage system to protect the turf pitch and infrastructure at Mkhuzweni technical centre	Functional drainage system	General Secretary	June 2024	FIFA
To construct an open 500-people general stand at the Kalanga Technical Centre	Available seating stand area for 500 fans	General Secretary	Dec 2024	FIFA
To construct three (4) turnstiles for ingress of fans at the Kalanga Technical Centre	Functional four (4) turnstiles	General Secretary	Dec 2024	FIFA
To construct a gymnasium, storeroom and dressing rooms at the national technical centre	Availability of gymnasium, storeroom and dressing rooms	General Secretary	Aug 2024	FIFA
To construct the Manzini Regional Technical Centre with an artificial turf pitch	Functional technical centre with artificial turf pitch	General Secretary	July 2025	FIFA

## GOAL #2

**Goal:** To proliferate the competence and efficiency of the association's governance by setting-up fit-for-purpose organizational structures that will be a basis for the efficient administration, management and development of the comprehensive football business whilst fostering a good image by 2025

OBJECTIVES	KPI / MEASURE OF SUCCESS	RESPONSIBLE PERSON	TIMELINE	SOURCE OF BUDGET
To establish a Legal and Compliance Department at the secretariat	Functional Legal and Compliance Department with a Manager	General Secretary	Jan 2025	FIFA
To create an Education and Grassroots Division within the Technical department	Functional Education and Grassroots Division within the Technical Department	General Secretary	Oct 2024	FIFA

### GOAL #3

**Goal:** To transform the association's supervisory legal frameworks and administrative systems to assimilate contemporary sporting governance systems by 2024

OBJECTIVES	KPI / MEASURE OF SUCCESS	RESPONSIBLE	TIMELINE	SOURCE OF BUDGET
To implement the electronic registration system at all levels of the game of football	Functional electronic registration system for players at all levels, including the regional leagues	Licensing & International Affairs Manager	Aug 2023	FIFA
To implement a standard contract for professional players	Standard contract created and transmuted to all clubs	Licensing Manager	Aug 2024	FIFA
To establish a conflict of interest policy to enhance the integrity and controls of administrative processes	Conflict of interest policy available and signed	General Secretary	Dec 2023	FIFA
To create National Regulations for the Status and Transfer of players, to include a provision for training compensation and solidarity mechanism	National Regulations for the Status and Transfer of Players	Licensing & International Affairs Manager	Oct 2024	CAF
To establish and implement Refereeing regulations to govern the practice of refereeing, including their performance and licensing	Refereeing Regulations availability	Referees Manager	Dec 2024	FIFA
To establish a National Dispute Resolution Chamber to address national disputes	National Dispute Resolution Chamber and Regulations	General Secretary / Legal and Compliance Manager	Dec 2024	CAF

## GOAL #4

**Goal:** To establish a long-term progression and sustenance of the women football game through meditative women football development programmes by 2024

OBJECTIVES	KPI / MEASURE OF SUCCESS	RESPONSIBLE	TIMELINE	SOURCE OF BUDGET
To establish a Memorandum of Understanding (MoU) with a minimum of 12 selected schools for implementation of an U20 Schools Women Competition	MoU document availability with 12 schools involved in the U20 girls programme	Women Football Manager	October 2023	FIFA
To implement the U20 Schools Women Football development	Standard contract created and transmitted to all clubs	Women Football Manager	July 2023	FIFA
To include the requirement of women football clubs as part of the club licensing system for Premier League clubs	Club Licensing regulations, including a clause for the establishment of women teams as part of PL clubs	Licensing and International Affairs Manager	Dec 2023	FIFA
To collaborate with external pertinent stakeholders to implement women mass participation programmes	Implementation of women programme	Women Football Manager	Dec 2024	CAF
To enforce women national teams to have an U15 girls team playing in organized U15 women competitions/festivals	Availability of U15 girls' teams for every women team	Women Football Manager	July 2025	CAF
To reform the women domestic competitions to see the creation of regional/zonal leagues to introduce relegation and promotion	Availability of regional/zonal leagues	Women Football Manager	Aug 2025	CAF



## GOAL #5

**Goal:** To enhance the commercial value of the organization by 30% by 2024

OBJECTIVES	KPI / MEASURE OF SUCCESS	RESPONSIBLE	TIMELINE	SOURCE OF BUDGET
To collaborate with FIFA+ and associated stakeholders for the coverage of domestic matches	FIFA+ Agreement	General Secretary	September 2023	FIFA
To leverage on new technologies to enhance the commercialization of the football products	Commercialization present in new technologies	Marketing & Communications Manager	July 2025	Sponsors

## GOAL #6

**Goal:** To create an effective and efficient technical development structure that will form a basis for the production of competent personnel and the consolidation of talent for prospective elite performance by 2026

OBJECTIVES	KPI / MEASURE OF SUCCESS	RESPONSIBLE	TIMELINE	SOURCE OF BUDGET
To collaborate CAF to engage in the CAF Coaching Convention	CAF Coaching Convention for Eswatini	Technical Director	Aug 2024	CAF
To collaborate with FIFA for the implementation of the Talent Development Scheme (TDS)	Existence of FIFA TDS	Technical Director	July 2023	FIFA
To establish and strengthen other football forms to enhance the 11-side game of football ( <i>i.e. Futsal</i> )	Implementation of Futsal	Technical Director	July 2023	FIFA/Sponsors

## GOAL #7

**Goal:** To recognize the accountability of EFA to exemplify and cultivate the principles of respect, diversity, safety and sustainability by 2026

OBJECTIVES	KPI / MEASURE OF SUCCESS	RESPONSIBLE	TIMELINE	SOURCE OF BUDGET
To partner with organizations in raising health awareness through sport and enhancement of the green environment	MoU with at least one organization	Marketing and Communications Manager	Dec 2025	CAF
To assure the safety of everyone involved in football, safeguarding youth players and children	Safeguarding regulations existence and associated organizational structures for safeguarding	General Secretary	Aug 2024	FIFA
To foster football for all programmes	Presence of a football for all programme	Technical Director	Aug 2024	FIFA
To support the underprivileged community	Support granted to underprivileged individuals/community	Marketing and Communications	Dec 2024	FIFA

## GOAL #8

**Goal:** To ensure competitiveness of all national domestic competitions as a foundation for a virtuous transnational performance by 2026

OBJECTIVES	KPI / MEASURE OF SUCCESS	RESPONSIBLE	TIMELINE	SOURCE OF BUDGET
To pursue an optimal football calendar to facilitate domestic and international competitions	Coordinated football calendar	General Secretary	Oct. 2024	CAF
To reinforce the implementation of the club licensing regulations and club licensing system at the Top tier ( <i>Tier 1</i> ) league, with some areas of the licensing cascaded to the <i>Tier 2</i> league	Premier clubs fully compliant with Club licensing regulations	Licensing & International Affairs Manager	July 2024	CAF
To facilitate for the production of a broader and deeper talent pool of players across all football clubs at the Premier League	Presence of competitive youth competitions for clubs at the Premier League	Technical Director / Licensing Manager	Sep 2024	FIFA
To introduce technology in the practice of refereeing of matches of the Premier League to improve the performance of referees	Presence of refereeing technology in matches of the PL	Referees Manager	Sep 2024	FIFA
To enforce the requirement of having qualified medical personnel for clubs at the Tier 1 and Tier 2 leagues, including medical personnel at venues of lower tiers	Presence of medical personnel	Medical Committee	Sep 2024	FIFA







# Living the Football Spirit and our Pride









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