



**NATIONAL FOOTBALL ASSOCIATION OF SWAZILAND**  
(MEMBERS OF FIFA, CAF & COSAFA)

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To Members of the NFAS

Circular No. 110

Mbabane, 27<sup>th</sup> November, 2017

**Executive Committee Four-Year Policy Statement**

Member Associations of the NFAS are informed that the NFAS Executive Committee, pursuant to its election at the NFAS Elective General Assembly on the 25<sup>th</sup> June 2017, engaged in an Executive Committee Retreat, wherein amongst the principal objects of the programme, endured training in Corporate Governance. This inventiveness was designed to heighten the collective and individual governance, administration and management aptitudes of the committee as it navigates football progression in the next four years.

As a consequence of this retreat, the Executive Committee had to orchestrate a configured roadmap to guide itself in this four year term, against which it shall also measure itself, albeit imperfectly, in the light of other external influencing or intervening factors in the period, which may have a significant direction in the degree of realization of the orchestrated plan.

This orchestrated plan in the frame of a Four-Year Policy Statement is attached with this circular, which also seeks to communicate the comprehensive football business the Executive Committee has set to realize in the term. This is a non-static and intervening environment responsive guideline for the realization of a mature football under the NFAS auspices.

Yours in Football,  
**National Football Association of Swaziland,**

  
**Frederick Mngomezulu**  
Chief Executive Officer

Copy to:

- Executive Committee



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# **EXECUTIVE COMMITTEE POLICY STATEMENT**

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The Executive Committee Guiding Policy  
Statement for the 2017-2021 Period



## INTRODUCTION

The Executive Committee, pursuant to its election at the NFAS Elective General Assembly on the 25<sup>th</sup> June 2017, engaged in an Executive Committee Retreat, wherein amongst the principal items of the programme, underwent training in Corporate Governance. This initiative was aimed to enhance the governance, administration and management aptitudes of the committee as it steers football advancement in the next four years. As a consequence of this retreat, the Executive Committee had to orchestrate a configured roadmap to guide itself in this four year term, against which it shall also measure itself, albeit imperfectly, in the light of other external influencing or intervening factors in the period, which may have a significant direction in the degree of realization of the orchestrated plan.

The newly elected Executive Committee subscribes to the mission of organizing, regulating and developing all football in Swaziland, through facilitating optimum access to opportunities of football development and collaborating with all of the NFAS members and pertinent stakeholders. It is common knowledge that the Executive Committee has as its governance and implementing arms, the NFAS membership, which includes: the Premier League of Swaziland (PLS); the four Regional Football Associations (*Hhohho, Lubombo Manzini and Shiselweni*); the Women Football Association (WFA); the National Referees Association of Swaziland (NRAS); and the Swaziland Football Coaches Association (SCFA). It will therefore be the primary responsibility of the Executive Committee to ensure that the mandate it has set itself to realize alongside the existent NFAS Strategic Plan for 2017 – 2020, cascades to every level of the governance, administration, management and development of the game.

Whilst conforming to the strategic plan referenced to above, which is merely an enunciation and/or elucidation of the reason for existence of the NFAS, it is significant to advance that at the end of the four-year term of the Executive Committee, the NFAS should be in a position to compete effectively transnationally, through an extensive and intensive participatory domestic competitions and development programme of football, futuristic in assurance of sustained good performance and responsive to the imminent universal technological expansions. Obviously, the bar has been set high, which ought to be the case if there is to be growth in the organization and the game of football into the future.

Whilst executing its duties; the executive committee will keep to the core values of football which are integrity, transparency, team spirit, fair play, solidarity and non-discrimination, whilst of course maintaining an environment that is conducive to thrive in, as well as being competitive.



A brief on the policy areas from which various activities of the NFAS will be born in the next four years are discussed as follows:

## **1. Governance, Administration and Management of the football business**

- 1.1 It is the objective of the Executive Committee that there needs to be a maintenance and enhancement of a properly directed and efficient football governance, administration and management at all levels, from the secretariat to the membership. This will be done, in one way, through the engagement of key personnel in the governance and management structures coupled with a complimentary training of personnel on football governance, administration and management competencies, to better manage and forefront the development of the game of football in the country. Capacity building and empowerment in the already available human resource base is henceforth very substantial if the association is to realize the efficiency it envisages in football governance, administration and management.
- 1.2 The continued establishment and harmonization of policies and procedures to protect the integrity of the game of football at all levels will be a cornerstone to ensure protection and ascendancy of the governance, competitions and football development initiatives and structures. This exercise will involve the review and harmonization of statutes, rules and regulations utilized in the running of competitions and football activities, including the advancement of licensing regulations at all levels of football practice, in a way that that will be consistent throughout the country.
- 1.3 The development of marketing and business plans to source sponsorships for all projects of the association essential to take football to greater heights becomes very essential if we are to achieve milestones in our game. We acknowledge the fact that the market is currently facing some economic hardships, which is a common challenge domestically but as an Executive Committee we plan to look at avenues of maximizing on the little available resources such that we realize more gains. The Finance and Marketing committees will be tasked to explore opportunities that exist in the market for the association.

## **2 Youth Football, Grassroots Football and Futsal expansion**

- 2.1 In an effort to reinvigorate youth football activities, particularly the identification and nurturing of talent at the tender ages, the executive committee will seek to revitalize the formulated Youth committee which will be tasked with the production and implementation of sustainable youth and grassroots development plans of the associations.
- 2.2 There is a need to consolidate and expand the forged partnerships with schools, institutions of higher learning and Government if this goal is to be realized. Most of the youth of the country are in schools or in formal education, which therefore informs us that the best centres for grassroots and youth football development are the schools. In this case football has to enhance the training of teachers involved in sports in all the aspects of football to realize competency in refereeing, administration, coaching and medicine at these levels. We do however, note that a lot of lobbying has to be done and through our Ministry for Sports, Culture and



Youth Affairs, and create meaningful synergies with the Ministry of Education such that these governmental departments contribute to the development of the game of football.

- 2.3 The establishment and empowerment of junior leagues in country is very essential as a goal of youth football and grassroots development. These leagues have to ensure continuous training and competition of the young players at all the formative ages of our juniors.
- 2.4 Periodic junior championships and festivals have to be staged to enhance the talent identification programmes for the formulation of the junior association teams. A development pathway for the identification and nurturing of talent would have been engineered.
- 2.5 Complementary football development programmes and initiatives are also vital at this level, particularly, the assimilation, propagation and appropriate organization of the newly introduced game of futsal. This is very crucial as a skills development programme for the 11-aside game, hence the strategy to ensure its appropriate implementation at junior levels.

### 3 Women Football expansion

- 3.1 This has been a challenging area as some more sensitization of the public still has to be done to encourage young girls to play and actively participate the game of football. Other social challenges have not done this area justice either. The Executive Committee does however, hope that with a concerted effort and employment of the appropriate strategies, the numbers of women in the game will incline in the next four years.
- 3.2 A good retention programme needs to be in place to ensure that women involved in the game are protected and empowered to grow, including the retention of the multi-skilled senior players to receive further training in other technical, administrative and leadership responsibilities of the game. This will assure a future of a women football establishment that will in a majority be run by women.
- 3.3 The establishment of complimentary school festivals or championships or leagues (*where possible*) and provision of basic equipment to run them will be very essential in this period in order to sustain the existing national league structure of the women football game. This will also aid improve the competition in women football.
- 3.4 The strengthening of the women football office will also be key; to improve the coordination and training of women football clubs' personnel in leadership, administration, coaching, refereeing and first aid, with particular emphasis on the development of women personnel.
- 3.5 The solicitation of women football specific sponsorship will be essential to attract the women folk into the game of football.

### 4 Technical development, including the licensing

- 4.1 The development of coaching instructors for each of the four regions which will be aimed at the production of more coaches to be sufficient for schools and all the football leagues in the country will be the next step to augment the already existing base of instructors. The training and coaching of our players is a continuous and



dynamic science which requires a consistent production and education of adequately qualified coaches.

- 4.2 Organization of more refresher courses for coaches of the leagues which will include some coaching clinics aimed at imparting coaching skills to our coaches.
- 4.3 The advancement of a comprehensive coaching and technical regulation or policy of the association, which will also guide on the competencies of coaches to train and coach football clubs of the various leagues of the country, will be essential to qualify our coaches for the various levels of our game. It is expected that once this policy is fully functional, all technical personnel will be fully regulated by the NFAS through the relevant structures irrespective of nationality. New technical personnel coming into the country would need to be assessed and accordingly accredited to practice in the country. This exercise will be essential to ensure that all better qualified and experienced technical personnel are engaged by our clubs and development structures.
- 4.4 Organization of more high level and scientific coaching and technical courses to upgrade current the current mass of technical personnel to even higher levels is planned. This will include the identification of excelling local technicians for further international training for better skills, which will be done through forging partnerships with international stakeholders and exploiting opportunities that will avail.

## 5 Refereeing expansion

- 5.1 Our competitions have always been faced with a shortage of appropriately qualified referees to officiate in matches as well as the lack a proper evaluation and review system of appointment of referees.
- 5.2 There will be a development of a larger human resource base for referees such that all our leagues shall be handled by qualified referees. This will include the organization of more advanced and high level courses for our referees.
- 5.3 A strategy for the promotion, recruitment and retention of youth referees becomes crucial in the process owing to the evolving dynamics of the game in refereeing.
- 5.4 Setting-up of appropriate and adequate referees structures at all the regional associations to be in line with those of the national association in an effort to address the training, evaluation and assessment of referees from the regional structures is envisaged in the period. Such structures too, will need training periodically to comprehend all refereeing issues.
- 5.5 It should be noted that alongside referees there need to be a pool of match assessors and/or match commissioners whose task shall be to assess the referees as they do their refereeing work for the purposes of assisting referees committees' to employ the appropriate measures to improve the profession in the game.
- 5.6 To consolidate and protect this initiative, the association will advance a comprehensive policy for refereeing in the country to guide on the practice of refereeing, including a refereeing development pathway, through a licensing system for all referees of the country.
- 5.7 The main objective of the association is to have more Swaziland referees officiating in international competitions.



## 6 Medical development

- 6.1 Strengthening of the sports medicine committee of the association through the establishment of an office or point of contact within the secretariat for the dissemination of information which will include doping control and training of clubs' medical personnel.
- 6.2 There is a need for the human resource capacity building and awareness development in this field, as it has been developing at a slow pace for a long time, yet it is very critical in the performance, continued productivity and elongated lifespan of our players.
- 6.3 The Executive Committee will seek to enforce some critical qualifying standards for one to participate as a medical practitioner for a football club, and also seek to lay down a minimum standard of expectation for competitions matches with respect to this critical area.
- 6.4 Synergies or partnership with the pertinent bodies aligned to this special area will be key to realize its objectives.

## 7 Competitions and club football advancement

- 7.1 Competitions are said to be the heartbeat of football hence the need to always enhance the integrity of our competitions. The need to make our competitions more competitive remains the greatest challenge. One way, is to ensure a continued production of players through getting clubs to establish consolidated junior structures which will be production units for future elite players. This therefore suggests that for our competitions to be competitive, the clubs that participate in them must be of a high quality.
- 7.2 The calendar of our competitions should be made in such a way that clubs do not stay for prolonged periods without playing. Harmonization of regulations governing competitions will be very important in the process.
- 7.3 Alongside these efforts; the Executive Committee will reinvigorate a comprehensive Club Licensing System that will guide on the critical issue of clubs governance, administration, management and football development structures. The objective here will be to advance stable clubs that can have the capacity to be competitive into the future and be able to advance good football business models.

## 8 International participation

- 8.1 It is the objective of the Executive Committee to engage more of the national teams into international competitions, not just the senior national team but also the junior national teams too. This will help develop future players for the senior national team, which has always been the centre of attraction when it comes to international participation.
- 8.2 Currently, the association has the senior national team (Sihlangu) and the men's U20 team featuring regularly at international competitions. This needs to be improved such that even the U17, U23 and Women national teams also feature regularly.
- 8.3 There is a need to solicit business partners for the other teams, other than the senior national team, for them to regularly participate at international level.



## **9 Infrastructure development**

- 9.1 The Executive Committee will strive to ensure that infrastructure is solicited through various stakeholders and programmes available locally and internationally.
- 9.2 It is the objective of the Executive committee to ensure that matches are played in better standard facilities in all the regions of the country, including that football clubs should have a home ground advantage in the close proximity to their bases.
- 9.3 The Technical Centre and King Sobhuza II Stadium have relieved a sizeable portion of the infrastructural and financial constraints that were faced by the NFAS, particularly when it comes to the training and camping of our national teams and competition venues respectively. This is not to say, there are no financial obligations, as these structures need to be maintained with some personnel employed to manage them, which also comes at huge costs.
- 9.4 The remaining three geographical regions of the country after the Shiselweni region, are expected to be beneficiaries of technical centres that will house playing fields of international-sized football pitches, administration offices for the regional football associations and conference facilities to aid in the training and education of our football personnel countrywide.
- 9.5 Lobbying of relevant structures in government will be sought to further address infrastructural challenges existing and directly our affecting our football, especially the availability of suitable playing fields around the country.

## **10 Professionalization of football**

- 10.1 It is without doubt that the long-term objective of the association is that the game of football should become professional, to address the catalogue of challenges or problems that currently antagonize the good work and programmes aimed at improving the game in the country.
- 10.2 The Strategic Plan, the Club licensing regulations and associated licensing policies carry a roadmap towards attaining at least to a minimum level such a status. It is a process though, one that needs collaboration with all stakeholders of football, including our business partners and Government. It is capital or financially intensive adventure hence the need for partnering with Government and business.
- 10.3 The Executive Committee seeks to ensure the achievement of this process and lobbying of the essential stakeholders will be done so as to utilize the opportunities and benefits of a professional game.

## **11 Relations with stakeholders**

- 11.1 The Executive Committee also has as part of its objects, the strengthening of the working relations with all its stakeholders who include amongst others: Government; Swaziland National Sports and Recreation Council; the Swaziland Olympic and Commonwealth Games Association; the local sports associations and business partners.
- 11.2 Internationally, its stakeholders include but not limited to: COSAFA; CAF; FIFA and other international sports bodies, which greatly contribute to the advancement of the game in the country and in prospect still harbour great opportunities for football advancement.





## **12 Marketing and Communications**

- 12.1 Marketing and Communications have always been significant in the promotion and branding of the organization and dissemination of information on all the programmes and activities of the association.
- 12.2 It is therefore the goal of the Executive Committee to create virtuous environment to work alongside our envisaged Marketing and Communications Department recently created within the secretariat of the NFAS. This will include the reinvigoration of the Marketing Committee.
- 12.3 Appropriate communication tools will be engineered, together with appropriate education programmes on the sport of football sourced from our international stakeholders in an effort to empower the marketing and communications continuum of the game.

### **Conclusion**

The articulated points are not all encompassing, as appropriate strategic and action plans will be developed, culminating into detailed activities to be implemented in the period towards their realization. This will of course, be responsive to any imminent developments by the international football stakeholders who from time to time regulate the game of football as well as any scientific developments that may become applicable in the period. It is the belief of the Executive Committee that with the contribution and participation of all stakeholders at various pertinent echelons, the game of football will improve.

The mandate for which the Executive Committee has been elected and set itself is massive and as per statutory directions and in an effort to augment the human resource base from which complimentary expertise is drawn, whilst seeking to improve the game of football, the Executive Committee has also appointed personnel into the standing committees outlined in the statutes and other committees in realization of other governance, administration and management specific needs of the football business.



## *Appointments of Standing Committees for the 2017 – 2019 period*

### **Technical Committee**

1. Victor Gamedze (*Chairman*)
2. Sikhumbuzo Dlamini
3. Mark Charmichael
4. Musa Mamba
5. Lloyd Maziya

### **Youth Committee**

1. Sonnyboy Mabuza (*Chairman*)
2. Lucky Dube
3. Siphon Dlamini
4. Dumsani Sibandze
5. Mduduzi Maphanga

### **Finance Committee**

1. Peter Simelane (*Chairman*)
2. Cindy Dlodlu
3. Aaron Mhlanga
4. Lucky Dlamini
5. Velekhaya Mthethwa

### **Futsal Committee**

1. Brilliant Motsa (*Chairman*)
2. Philile Dlamini
3. Themba Mavuso
4. Nhlanhla Mabuza
5. Jeffrey Nhlengetfwa

### **Internal Audit Committee**

1. Dumsani Msibi (*Chairman*)
2. Joel Dlamini
3. Gcinumuzi Mavimbela
4. Masotja Vilakati
5. Thokozane Shongwe

### **Medicine Committee**

1. Dr. Comfort Shongwe (*Chairman*)
2. Dr. Bongie Dlamini
3. Vusi Maziya
4. Welcome Motsa
5. Dr. Mbuso Dlamini

### **Competitions Committee**

1. Comfort Shongwe (*Chairman*)
2. Peter Magagula
3. Njabulo Mabuza
4. Nigel Shongwe
5. Sicelo Nene
6. Jabulani Dlamini
7. Petros Vilakati
8. Hopewell Matsebula

### **Women Committee**

1. Mangaliso Langwenya (*Chairman*)
2. Bonsile Zwane
3. Lois Munro
4. Bhekani Masuku
5. Christian Thwala

### **Referees Committee**

1. Philip Dlamini (*Chairman*)
2. Gilbert Dlamini
3. Senzo Nkambule
4. Gerald Vilakati
5. Bhekisizwe Mkhabela

### **Players' Status Committee**

1. Siphon Matse (*Chairman*)
2. Mphumelelo Mabuza
3. Thulani Mavuso
4. Sifiso Shabalala
5. Johannes Siboza

### **Marketing Committee**

1. Mlimi Mamba (*Chairman*)
2. Wilton Mamba
3. Nontobeko Mbuyane
4. Tengetile Nxumalo
5. Sicelo Mkhonta



### **Disciplinary Committee**

1. Sikhumbuzo Simelane
2. Mpendulo Dlamini
3. Mandla Dlamini
4. Mzwakhe Khumalo
5. Dumsani Sibandze
6. Thulani Dlamini
7. Vusi Khumalo
8. Mandla Mdluli
9. Johane Dlamini
10. Ben Shongwe
11. Bhekisisa Zwane
12. Maxwell Ndlangamandla
13. Dumsani Mayoyo Dlamini
14. Mzobanzi Dlamini
15. Melusi Lukhele
16. Gideon Dube
17. Luke Shongwe
18. Kaiser Mashile
19. Vusi Maziya
20. Simeon Simelane
21. Elliot Mkhathshwa
22. Thulani Sibandze
23. Machawe Dlamini

### **Club Licensing Committee**

1. Elphas Ngcamphalala (*Chairman*)
2. Ntokozo Tsela
3. Enock Silenge
4. Dumsani Ngcamphalala
5. Mbongiseni Shongwe

### **Appeals Board**

1. Manene Thwala (Chairman)
2. Dr. Leonard Ndlovu
3. Mthokozisi Dlamini
4. Polycarp Ngubane
5. Ndumiso Shongwe

### **Match Commissioners**

1. Mangaliso Langwenya
2. Enock Nkambule
3. William Shongwe
4. Dumsani Hadebe
5. Henry Dlundlu
6. Gilbert Dlamini
7. Bhekisizwe Mkhabela
8. Siphon Kunene
9. Kuhle Mkhathshwa
10. Esrome Dlamini
11. Henry Mmema
12. Milton Khoza
13. Sabelo Kunene
14. Ernest Dlamini
15. Lybnah Sibiya