



### **Foreword by the General Secretary of PNG Football Association**

It is with great pride and optimism that I write this foreword, highlighting the Papua New Guinea Football Association's (PNG FA) significant reforms and the strategic initiatives we have embarked upon. In 2023, following a comprehensive FIFA Central Audit Review conducted by FIFA's independent auditors, PNG FA made a firm commitment to transform and modernize our organization. This moment marked the beginning of a new chapter in the way we operate, manage, and deliver football to the people of Papua New Guinea.

One of the core focuses of our reforms has been the overhaul of our financial processes, establishing a transparent framework for financial management. Supported by both FIFA and the Oceania Football Confederation (OFC), this initiative underscores our dedication to ensuring financial transparency and accountability. These reforms are not only vital to our organization but are critical for all our stakeholders—from clubs and development officers to grassroots organizations and the fans who follow our beautiful game. This framework will allow us to operate in an open and efficient manner, ensuring that every kina invested in football reaches its intended purpose and benefits the footballing community.

Alongside financial reforms, PNG FA has focused intensely on improving the delivery of football development programs through our technical department. A cornerstone of this effort is our commitment to grassroots football, youth development, and the promotion of women's football. Through targeted programs such as goalkeeping, beach soccer, and futsal, we are laying the foundation for football excellence in every corner of the country. To strengthen these efforts, we have employed dedicated development officers who will be the driving force behind the implementation of these programs

nationwide. Their role is pivotal to ensuring that football, at all levels, reaches communities far and wide, nurturing future talent and creating pathways for our players to succeed on both the national and international stage.

Recognizing that our success relies on our internal capacity, we have embarked on developing an organizational structure that fosters a vibrant and effective team. This structure will enable us to deliver on our strategic pillars and ensure the long-term growth and stability of PNG FA. Building a strong team is as important as the programs we implement, and we are committed to creating an environment where our personnel can thrive and deliver high-quality results.

In addition to human capacity, our infrastructure is key to supporting football development across the country. We are proud to report progress on several major infrastructure projects. Renovations and maintenance works have commenced on the PNG FA Football Headquarters in Port Moresby, as well as the fencing and upgrades at the PNG FA Education Centre in Lae. Beyond these, four additional projects are planned for Lae, Mount Hagen, Madang, and the Autonomous Region of Bougainville. These developments will also include the establishment of football centers in both the Northern and Southern regions, creating accessible hubs for football education, training, and development.

An exciting new venture has been the establishment of PNG Football Solutions, a business entity initiated by our Executive Committee. With a board and chairman already in place, this company represents a bold step toward financial independence and sustainability. The success of PNG Football Solutions is intertwined with our core commitment to good governance and strong management processes. It is a reflection of our aim to create a self-sustaining organization, less reliant on external funding, and capable of investing in the future of football in Papua New Guinea.

As we continue on this journey, we remain firmly grounded in the principles of good governance. The secretariat has prioritized modernizing our operations, including establishing robust communication platforms such as Microsoft 365, cutting unnecessary expenditure, and ensuring compliance with FIFA and OFC governance standards. These actions are pivotal to our future growth and will empower us to meet the evolving demands of modern football management.

The road ahead is both exciting and challenging, but PNG FA is ready to lead the charge. Our vision for football development, financial independence, and organizational success is clear, and the reforms we have initiated set the foundation for a brighter future. I thank all our stakeholders—FIFA, OFC, our member associations, staff, players, and supporters—for their unwavering belief in PNG FA's mission. Together, we will achieve great things for the beautiful game in Papua New Guinea.

In football solidarity,  
Gordon R Manub  
General Secretary, Papua New Guinea Football Association