



A Foundation being Revitalised

100 DAYS



Progress under the new 2026-2030 administration's leadership and strategic direction.



Lasting Change Starts with the Groundwork.

At the beginning of the Executive Committee's 2026-2030 term, FABD faced significant financial and administrative constraints arising from inherited obligations and unresolved compliance matters. Access to its allocated **FIFA Forward Programme** funding was restricted under conditional funding status, while AFC Enhance Programme funding had been suspended over concerns about the Association's governance and institutional stability.

Since taking office, the Executive Committee has led efforts to stabilise FABD, strengthen governance, improve administration and rebuild confidence among FIFA, AFC, government agencies and football stakeholders.

The first 100 days have focused on financial recovery, facility improvements, wider opportunities to play and the development of football administration.

Turning Priorities into Action

Building on completed work, progressing proposals through approvals, and translating discussions into practical actions.



Successful Funding Negotiations and Financial Recovery.

Within the first 100 days, the new administration undertook extensive negotiations with FIFA and AFC to restore funding access, address inherited financial obligations and secure resources for football development.

FABD successfully negotiated the lifting of FIFA funding restrictions, restoring access to its full August–December 2026 allocation following earlier governance and compliance issues.

Through financial restructuring and engagement with FIFA and AFC, the Association settled 50% of its outstanding debt, reducing the liabilities inherited by the new administration.

A reimbursement waiver was secured for AFC funds relating to expenditure in 2024 that had not met the required conditions, preventing this liability from placing further pressure on FABD's finances. Approval was also obtained to redirect available AFC infrastructure funding towards outstanding obligations.

Meeting Commitments to Players

The administration also settled long-outstanding player allowances dating back to 2025, addressing overdue commitments to players.

Building on This Progress

Establishing a clear repayment schedule for the remaining debt, aligned with available funding.



Recovering Funding. Securing Development Support.

AFC Enhance Programme funding had been suspended since the second half of 2024 amid concerns about the Association's governance and institutional stability.

The Executive Committee successfully negotiated the restoration of funding eligibility and secured FABD's participation as a beneficiary of both the 2026 and 2027 funding cycles, re-establishing an important source of development funding.

The administration also negotiated for unutilised AFC Enhance Programme funds to remain available to FABD, rather than being returned to AFC. Approval was secured to redirect these resources towards the operational costs of the Brunei Super League, futsal clubs and District League competitions.

Together, these negotiations restored access to previously suspended support and retained resources that can now contribute to the sustainability of domestic football.

Putting Funding to Work

The next priority is to allocate these resources in line with the agreed purposes, supported by clear spending guidelines, financial oversight and reporting.



Strengthening Financial Control.

Outstanding payments and previous expenditure required closer review to establish FABD's financial commitments and repayment priorities.

Internal reviews have helped clarify these obligations and support more responsible financial management.

Setting Clearer Financial Guidelines

The next step is to develop clear criteria for allocating funds, ensuring that spending decisions reflect available resources and FABD's priorities.



Securing Space. Improving Facilities.

Long-term facility development requires stronger land security and clearer planning, alongside improvements to existing facilities for training and competition.

FABD is engaging with the Ministry of Culture, Youth and Sports to secure a land tenure extension covering 20 years. This would support long-term infrastructure development and help maximise available development funding from FIFA, AFC and AFF. Discussions remain ongoing and include proposed indoor futsal courts within the vicinity of FABD House, improvements at Field B and other facility upgrades.

Preparations are underway to replace the turf and upgrade the floodlights at Field A under the AFC Equal Pitch initiative. FABD is also preparing to open the tender for floodlights and a mini grandstand with bleacher seating at Field B, improving facilities for players, teams and spectators.

Moving Towards Implementation

Opening the Field B tender and confirming implementation arrangements for Field A, including the scope of work and delivery schedule.





Expanding Access to Football Spaces.

School pitches and youth football facilities have been identified as opportunities to expand access to training and support grassroots and youth player development.

FABD is in discussions with the Ministry of Education and the Department of Co-Curricular Education on the potential use of selected school pitches for local clubs' training, with FABD proposing to undertake their maintenance. Discussions remain exploratory, and no formal arrangement has been concluded.

In parallel, FABD has proposed the development of two mini pitches through the FIFA Football for Schools and FIFA Arena initiatives. Engagement with relevant stakeholders is ongoing to determine suitable locations, implementation arrangements and the requirements needed to progress these projects.

Moving Towards Agreed Arrangements

Clarifying maintenance responsibilities and access conditions for school pitches, and establish how the proposed facilities can serve schools, clubs and the wider football community.





Connecting School Football with Youth Development.

Stronger links between school football, futsal and FABD's grassroots and youth programmes could create a clearer pathway for continued player development.

Discussions with the Ministry of Education have explored closer cooperation in these areas. A proposed five-year cooperation framework remains under discussion.

Defining a Shared Direction

Agreeing on scope of cooperation, each party's responsibilities, and required approvals for a long-term framework.





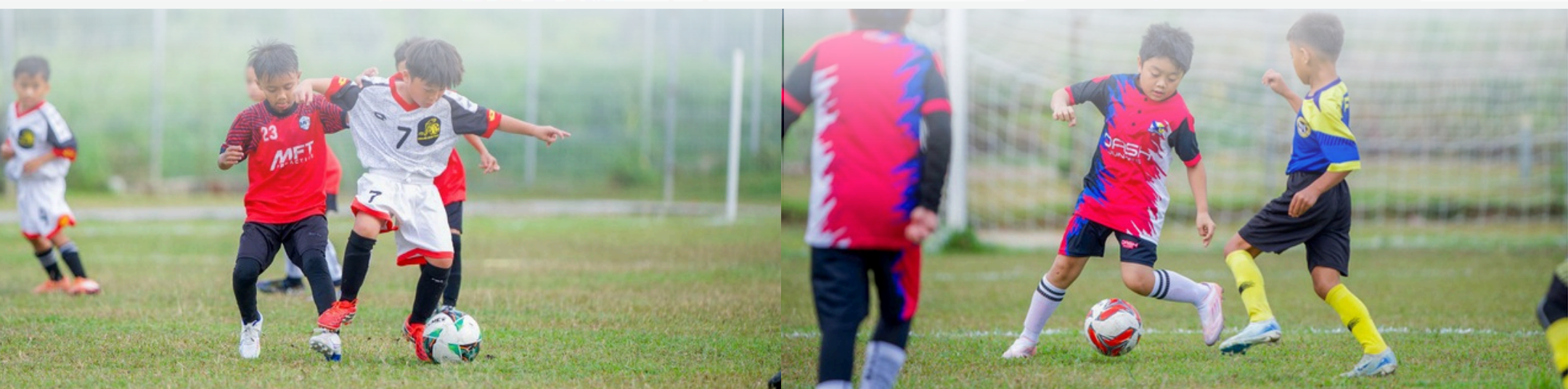
Expanding Opportunities for Young Players.

Grassroots football required more regular opportunities for young players to participate and develop through competition.

The inaugural FABD Grassroots Cup, held in August 2026, established a new platform for young players to participate in structured football. Building on this, U-8 and U-10 grassroots leagues will be introduced to provide regular competition, support player development and establish a sustainable pathway for Brunei Darussalam's future footballers.

Supporting Continued Development

Reviewing participation data and feedback from competitions to improve future activities and support young players' continued development.





Strengthening Governance and Institutional Support.

FABD's internal procedures, organisational structures and decision-making arrangements required further alignment with recognised good-governance standards.

The new administration initiated engagement with AFC and sought its assistance through the League Development Programme, bringing in specialist expertise and consultancy to support the development of Brunei Darussalam's domestic league.

This is complemented by ongoing work to refine internal procedures and decision-making processes, promoting accountability, fairness, consistency and integrity across domestic competitions.

Putting Improvements into Practice

The next priority is to translate specialist advice and internal reviews into clear procedures, with defined responsibilities and consistent application across the Association.





Investing in Better Football Administration.

The Association identified the need to strengthen administrative knowledge, skills and professional capacity across FABD and its football stakeholders.

The new administration brought the AFC Academic Centre of Excellence educational platform to Brunei Darussalam through the ACFAM Hybrid Programme. The four-month programme involves 29 representatives from FABD Congress members and the Secretariat, strengthening their knowledge in competition management, budgeting, governance and decision-making.

Developing more knowledgeable and capable football administrators is essential to the future of Brunei football, ensuring that the game is supported by people who can manage, lead and make informed decisions for its long-term development.

Applying Knowledge to Daily Operations

Identifying practical improvements participants can introduce within FABD and their respective organisations after completion.





Clearer Processes, Lasting Accountability.

The new administration has prioritised FABD's governance and institutional framework, recognising that sustainable progress requires clear policies, procedures and accountability.

Within the first 100 days, work has been undertaken to develop, review and formalise key policies, Standard Operating Procedures (SOPs) and internal governance frameworks across the Association. These efforts aim to clarify roles and responsibilities, strengthen accountability and promote consistent decision-making and more professional, transparent and systematic operations.

The administration is also working to reduce reliance on informal and ad-hoc practices by documenting key administrative, financial and operational processes and supporting them with appropriate policies and procedures.

Building Continuity Beyond the Current Administration

Unlocking commercial opportunities and deepening strategic partnerships to secure the future of Bruneian football, developing a national game that brings pride to the Sultanate.





Building Systems That Last.

The first 100 days have been about strengthening the foundations of Brunei Darussalam football, restoring financial stability, strengthening governance, improving administration, rebuilding development pathways and creating better conditions for our players and competitions.

These efforts are not an end in themselves. They are necessary steps towards addressing the fundamental areas that influence performance and creating the environment needed to build stronger, sustainable and more competitive national teams in the years ahead.

The foundation is being rebuilt. The work continues.

Sustaining the Work Ahead

Embedding these frameworks across the Association so governance is supported by systems and processes - not dependent on individuals but by providing continuity beyond the current administration.

