



AFRICA FOOTBALL BUSINESS SUMMIT 2022 REPORT



ABSTRACT:

The following is a report on the inaugural Africa Football Business Summit (AFBS), organised by The Football Foundation for Africa, which incorporates views, discussions, and solutions from stakeholders within and outside the African football landscape. Some of these critical solutions deduced that Africa needs comprehensive education systems where academies or youth development stakeholders and the government (education policymakers) should agree to incorporate football or sports into the education structure to afford the kids or athletes better opportunities in sports and through sports.

Africa should look at how it can better participate in football value chains, specifically the football transfer market, where Africa is a significant labour contributor. Contributors cited the need for Africa to lobby for more resources from global stakeholders to support the game's growth, particularly in improving the quality of grassroots football.

The Africa Football for Development Network (AFDN), an initiative of The Football Foundation for Africa (FFA), is one platform that can achieve such solutions. AFDS aims to facilitate value-generating interactions through knowledge-sharing, capacity development, quality education, resource mobilisation, and sustainable infrastructure issues contributed pointed as crucial to developing the African football ecosystem.

In (re)engaging the private sector, organisations should create value for sponsors from the grassroots to the elite level when fundraising and seeking partners. Also highlighted was the importance of proper education and training of personnel and management regarding good governance practices, leading to transparency and accountability.

The overall consensus was that the Africa Football Business Summit should be an annual feature in the continent's football calendar.

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EXECUTIVE SUMMARY

This report summarises the discussion and presentations of the African Football Business Summit held on the 18th and 19th days of October 2022 at the Weston Hotel in Nairobi, Kenya. The Football Foundation for Africa (FFA) organised the summit to discuss, address fundamental concerns, and kickstart conversations around transforming the game, mobilising investment, and creating networks to help take African football to the next level. The summit brought together stakeholders from different parts of the world, including but not limited to FIFA representatives, football administrators, club and academy owners, coaches, technology and innovation companies, and other cross-industry delegates looking into penetrating the football market in Africa.



The Football Foundation for Africa is an international social enterprise that seeks to drive investment in grassroots football development to create job opportunities. We also aim to protect the foundations of African football, namely talent, and passion, by promoting better governance of the beautiful game at all levels. Our commitment is enshrined in our sustainable corporate strategy based on a subset of four SDGs; **Empowering and Protecting Players (SDGs 3 & 4)**, **Creating Opportunities (SDGs 8 & 9)**, **Natural Environment (SDG 13)**, and **Authentic Partnerships (SDG 17)**

DAY 1: Introduction

Mr Brian Wesaala, The Founder and CEO of the Football Foundation for Africa (FFA), came up with the idea of organising the inaugural Africa Football Business Summit (AFBS) after noticing that the continent boasts not only of the playing talent but also the talent to manage the game, a strength that had not been brought to



the fore. The summit would provide a platform to unite African football stakeholders to determine an agenda for football in Africa.

“The idea is to bring the African sports world together to network and exchange ideas that can start collaboration and build a sustainable ecosystem for football in the continent” – Brian Wesaala

Keynote Speaker: Anthony Baffoe

On day one, discussions were opened by Mr Wesaala, who gave a brief introduction and brief background on the origination of the summit and the idea behind it before interviewing the Chief Guest and one of the event’s keynote speakers Mr Anthony Baffoe, FIFA High-Performance Specialist.

Mr. Baffoe noted that most African member associations do not have a long-term strategy since, in most national teams and clubs, there

are no youth teams are built up to have good transitions that would lead to forming and strengthening the senior national sides. He, however, noted that FIFA has come up with a solution to this in the form of the Talent Development Scheme (TDS), which member associations have to apply and; after a successful application, FIFA would come in and present the TDS as well as funds to run the same.



Another problem highlighted by Mr Baffoe was the lacklustre domestic leagues in the continent. This was due to a lack of minimum wage policies, medical insurance for players, poor playing surfaces and infrastructure, and a lack of a good coaching curriculum or education.



Solutions:

Key to improving the second-rate situation of African football, Mr. Baffoe pointed out that the following could go a long way in helping curb this problem.

- Benchmark best practices from other member associations both within and outside Africa.
- Recruit expertise and knowledge with FIFA forward programs and get funding.
- Players should not only focus on football but also get a formal education while playing that could help them transition in life after football and join the business side of football once they finish their careers.
- Local clubs should closely work with the federations to access funds from FIFA.



DISCUSSIONS:

Panel 1: Sponsorship & Africa's Economy- Engaging the Private Sector

Moderator: Brian Wesaala

Panellists: Cynthia Mumbo – Sports Connect Africa (Kenya), Kupakwashe Desmond Mukurumbira – Dominion Sports (Zimbabwe), Tony Mamodaly – TSG Hoffenheim (Germany)



Cynthia Mumbo highlighted that most African sports organisations had not positioned themselves well enough to attract sponsorship. She stated that most organisations do not have value or story and are not deliberate in making the same known and shared. It was also mentioned that sport is about two major stakeholders, the athlete, and fans, who are vital in raising funds for any sports club.

Mr Kupakwashe introduced the six Rs his organisation teaches clients seeking and looking forward to engaging sponsors. These were:

- Reach – clubs should focus on and boost their digital and social media presence.
- Return – Sponsors/partners look for what they can get in return, which should be shown as a value proposition.
- Rights will entail what sponsors are entitled to as part of the agreement.
- Recruitment – have the right expertise when it comes to sponsorship and fundraising.
- Reviews – should be able to report back to stakeholders
- Relationship – engage and foster clear and legal connections.

Mr. Mamolady gave an external/foreign review on the topic. He noted that football is competing with the entertainment industry and should therefore put in the effort and hard work to emerge on top.

Solutions:

- Create value for sponsors and be deliberate about owning and sharing stories of organisations.
- Come up with tailor-made solutions for African problems.
- Provide young athletes with opportunities to curb muscle/brain drain.
- Investing in football ideas that bring money and the need of football entrepreneurs.
- Package our product to make it palatable for the global market.

Panel 2: A Judicial System for African Sports

Moderator: Brian Wesaala

**Panellists: Dev Kumar Parmar – PARMARS (UK),
Khayran Noor – Law in Sport (Kenya), Farai
Razano – Razano Attorneys (South Africa)**



Dev noted that sports law is private law and would vary and differ depending on regions and location. That is why FIFA as an international governing body, could never universally align with decisions because each MA is located in a land or country governed first by its laws and interests.

Ms Kharyran Noor noted that one of the challenges African sports organisations, players, and other stakeholders face is a lack of

knowledge when it comes to the law, both local and

International frameworks. Mr. Farai noted that FIFA primarily deals with cases of global nature where a foreign coach or player is seeking justice against a local club or institution but does not get involved when it comes to cases where a local is involved.

Solutions

- FIFA needs to develop local courts or tribunals that understand the modalities of the local law scene that would escalate matters to FIFA later.
- Ensure proper education and training on law mechanisms to help stakeholders understand how they would better be served.
- Partnerships should be formed between sports law institutions and law departments of universities to create interest and raise awareness of sports law and create a pathway graduating students can follow if they are interested in pursuing a sports career.
- Encourage more people to venture into the sports law space to create an ecosystem with a legal framework that works for Africa.



Panel 3: Strategic Management in Club Football

Moderator: Dev Parmar Kumar

Panelists: Victor Bwibo – AFC Leopards (Kenya), Jeremy Cottino – AS Monaco (France), Patrick Korir – Nairobi City Stars (Kenya)



Mr. Bwibo from AFC Leopards listed that their revenue streams came from gate collections, sponsorships, and player sales, whereas the last two have dwindled in the last few years and are no longer streams they can depend on.

Mr. Jeremy Cottino highlighted that his club's main revenue streams were 60% tv rights,

sponsorship/partnership, ticketing, hospitality, and merchandising on match day.

Nairobi City Stars CEO Mr. Korir notes that his club's revenue stream is 100% sponsorship solely dependent on the club owner. They, however, remodeled to remain sustainable by not signing expensive players who are costly compared to players from lower leagues whom they look to prioritise selling off.

Solutions:

To remain sustainable, these clubs have come up with the following management strategies:

- Promoting players from the youth team.
- Brand positioning to attract sponsors.
- Community/fan engagement
- Streamlined governance.
- Growing reach via innovation, technology, and digital platforms.
- Hiring the right expertise or personnel.
- Diversification into other investment or revenue channels.
- Target marketing is where they get to know fan demographics.



Presentations:

Quidich Innovation Labs

Mayur Mandlik gave a presentation about Quidich, a company within the broadcast and film industry that identifies gaps and introduces new technology to enhance customer experiences. They offer services like but are not limited to, drone solutions, AR graphics, and player tracking to enhance fan engagement.

They attended the summit to network, understand the African sports market, and look into ways to create tailor-made solutions using their products.



NMKR

Godspower Effiong gave an insightful presentation on NMKR, an NFT Creation, Minting, and Trading Infrastructure provider built on the Cardano blockchain. They look to help international blockchain brands access the African market with over 30,000 active projects and 1.5 million NFTs minted.

Their interest in sports is that blockchain technology can make any organisation more secure, trustworthy, faster, and more efficient, aspects that the African sports industry is short of.



Panel 4: Education through Football – Developing the Future African Player

Moderator: Abdul-Faisal Chibsah

Panellists: Jerry Santo – Secretary General, KEFWA (Kenya), Pablo Mettroz Holley – PARMARS (Chile), Mohamed Kamal – MD Brooke House International Consultancy (Egypt)



All panellists agreed there was no holistic approach to player development of upcoming African footballers, which was a severe cause for concern.

Jerry Santo highlighted the polarity between football and education, where it is rare for the African footballer to pursue both simultaneously and still excel in both disciplines. One has to be forfeited for the other.

Pablo Mettroz noted that youth academies and categories fail to provide kids with the proper guidance where they only push for the football agenda and forget that they also need a formal education if they do not become professionals.

Mohamed Kamal pointed out that African parents needed a complete change in mindset and be conscious that intelligence is not just academics. However, talent in itself is a form of art that displays the intelligence of a kid/individual. They should champion sports as much as they do education.

Solutions:

- Develop policies that govern academies and youth programs to provide holistic education to athletes.
- A comprehensive approach involving the government where football education is integrated into the education system, e.g., classes from 8 a.m to 3 p.m and sports education from 3 p.m to 5 or 6 p.m.
- Mentorship programs within these youth systems give them proper guidance on sports and life.



Panel 5: Enhancing Transparency and Accountability in Football Organisations

Moderator: Dev Kumar

Panellists: Fred Arocho – Journalist (Kenya), Khayran Noor – Law in Sport (Kenya), Manuel Illanes Boguszewski – PARMARS (Spain), Farai Razano – Razano Attorneys (South Africa)



Farai stated that football organisations in Africa fall short regarding regulations and accountability on leadership and governance, e.g., doing simple exercises like conducting background checks on personnel working with children.

Manuel mentioned that accountability is lacking in sports because sport is complex and hard to



control in the sense that it has become part of the cultural setup of a community, and whatever happens in sport has a domino effect in other areas of the community.

Khayran highlighted that football organisations should uphold the highest level of transparency to maintain their autonomous status.

Fred Arocho highlighted the ambiguity of African laws on transparency, which hinders or limits journalists from conducting investigations and avenues or channels to get information.

Solutions:

- Negotiated autonomy, where a government and international sports governing body deal with how and where self-governing and self-rule should be checked.
- Clear regulations and policies on matters of transparency and accountability should be set for football organisations.
- Transparency and accountability should be on financial matters and employee and other personnel backgrounds.



Summit Quotes:



“There’s no elevator to success, you have to take the stairs. Believe in Africa, believe in the upcoming generation” – Anthony Baffoe

“Make sure we have proper knowledge or mechanisms in place to understand how sports judicial systems would serve us better” – Khayran Noor



“We should have small local tribunals to solve our football issues before we go to international bodies” – Farai Razano

“Empower Africa to create local solutions for sports problems” – Cynthia Mumbo



“Trust and professionalization is key in forming strong partnerships to build each other’s images” – Jeremy Cottino

DAY 2:

Brian Wesaala welcomed everyone to the second day, where he introduced the topic for the interview with the day's keynote speaker and mentioned that the matter was based on FIFA's Global Transfer Report 2021.

The Football Transfer Market – Africa's Labour of Love

Keynote Speaker: Hector Navarro



Hector Navarro is the Senior Legal Counsel for Football Regulatory at FIFA and was previously in Real Madrid's legal department. His role and experience made him a suitable candidate to tackle the topic emanating from his vast knowledge. He highlighted the importance of the Transfer Matching System (TMS) and how it has revolutionised player transfer since its introduction.

Hector also mentioned that Africa was fourth in outgoing transfers after UEFA, CONMEBOL, and AFC but still lagged regarding monies received, transfer fees, training compensation, and solidarity contribution. The main reason was that most African academies and youth clubs lack a record of the player or have not registered them with the local federation. Another challenge he highlighted was that most players leave the continent aged between 16 and 17 and officially registered at their new clubs go ahead to get their fees and compensations once transferred.

Solutions:

- Create interest in African football – visibility, more competition, and bringing in more broadcasters
- Not only focus on transfer fees but also follow up on training compensations and solidarity fees.
- As of 2019, all Member Associations were required to have a domestic electronic system where all transfers needed to be gathered.
- FIFA is working on a policy that will increase the percentage of fees African teams and academies get.

Conclusion:

Mr Wesaala noted that the African sports community needs to come together to lobby for more resources to go to the continent. The Africa Football Business Summit is a platform to start/spark such conversations. He also reiterated the need for Africa to strengthen its federation, leagues, and clubs to incentivise more players to stay and play within the continent.



Panel 1: Strengthening Africa's Football Leagues

Moderator: Dev Kumar

Panellists: Rogers Munyampenda – Management Consultant and Business Strategist (Rwanda), Anthony Baffoe – FIFA High-Performance Specialist (Ghana), Alvaro Abreu – La Liga Kenya (Spain)



Rogers Munyampenda noted that football in Africa still runs like social grant organisations that depend on philanthropy and hand-outs. He also mentioned that most Africans are resistant to change and new methods of doing things

Mr Baffoe that the African league lacks the right expertise and personnel for running operations. This, in turn, leads to poor planning and a lack of tailor-made solutions that best suit the African football landscape.

Hebert Kungah highlighted that the lack of financial ability of clubs makes leagues weak because



Most clubs cannot honour local and international fixtures, afford quality players or run things professionally. He gave an example of the local Kenyan Premier league, where such cases are always reported or experienced. He also noted that club personnel doesn't understand their roles.

"You are never too old to learn and too young to lead" - Herbert Kungah

Alvaro Abreu that La Liga was looking to engage with as many African countries as possible to form partnerships, support grassroots initiatives, and help improve industry professionalism. This will go a long way in helping to strengthen the local leagues.

Solutions:

- Meet FAs, governments, and other stakeholders to map the football ecosystem.
- Hire the right personnel and expertise to govern football federations.
- Have achievable long-term and short-term plans.
- Enforce club licensing, knowledge exchange, and partnerships for professionalism.
- Structures that support youth talent development.
- Improve leadership and governance in clubs through management skills training.

Panel 2: Sustainable Football Communities – Africa Football for Development Network

Moderator: Brian Wesaala

Panellists: Chris Amimo – Ligi Ndogo (Kenya), Robert Muthomi –Star Field Elite Development (Kenya), Lukas Mott – Head of Sport, Acakoro Football Academy.



Robert Muthomi noted a lack of collaborative effort between academies and youth clubs and top-tier premier league clubs with no youth teams to serve as feeder programs. He also pointed out that seeking sponsorship and goodwill to support grassroots clubs no longer works and is not sustainable.

Chris Amimo, who was among the first people to introduce the pay-to-play system in Kenya, noted that it is a working business model that ensures the sustainability of his organisation.

Lukas Mott noted that when he came to Kenya, he identified that most academies did not have a

sustainability model. Most operated as community programs that helped keep children busy and off the streets. He noted that his academy looked into doing things differently to ensure sustainability.

Solutions:

- Coming up with a commercial activities business unit that also trains kids ensures a holistic education.
- Acakoro looks to have its school where they will have their schedule and programs incorporating traditional and football education to help kids achieve the 10,000-hour rule to master an art.
- Introduce pay-to-play since it is a business model that ensures the sustainability and continuity of academies.

It was also well noted that the difference between middle and upper classes and kids from low-income backgrounds is that the former have options in life and might not decide to take the football path but could be equally talented as their counterparts. For low-income children, football is their only way out of poverty.

The FFA has already set up the Africa Football Development Network (AFDN), a network of grassroots football communities across the continent that brings together football stakeholders, primarily academies and clubs, to facilitate value-based interactions. This will help lobby for the changes and improvements mentioned in the aforementioned discussion.

Panel 3: African Football in the Digital Era - Opportunities and Challenges

Moderator: Brian Wesaala

Panellists: Victor Milimu – AFC Leopards (Kenya), Sydney Afande – Black Rhino (Kenya), Douglas Ogeto – Africa E-sports Championships



Sydney from Black Rhino highlighted that one of the advantages of the digital era is decentralisation, where the individual will be in charge and free to do what they want. This could be through extended reality (XR), including VR, AR, and Metaverse technologies. However, some challenges need to be overcome, noting the lack of infrastructure since most of their products are expensive; people resist embracing technology and building an ecosystem that makes all these technologies offer relevant solutions.



Douglas noted that E-Sports creates job opportunities and is also used to drive the visibility of traditional clubs. This trend has emerged and started growing where clubs are seen to have their own E-Sports teams that participate in tournaments that are aired on platforms like Twitch which attracts millions of subscribers and viewers. Among the challenges E-sports proprietors face are; parents viewing gaming as time-wasting, the government levying high costs when it comes to shipping merchandise and a wide range of confusion between gaming and betting.

Victor Milimu noted that the digital era had provided an opportunity for football clubs to increase their online reach, which could be leveraged to increase commercial value and avenues for the clubs. Digital presence could also be used to engage fans to increase loyalty.

Presentations:

Chendeleza

Philip Wambalaba stated that they aim to build sustainable and accessible multifunctional recreational facilities for kids and youth that are environmentally friendly with human-centred designs. These facilities are primarily for football but could also be used for community activities like market days or training.



awareness technology program is used to help stroke patients in hospitals and train firefighters.

- A typical value approach is where they partner with other institutions that share the same values to research and develop solutions.
- Look to have their stadium become a zero-waste arena with a 100% sustainable supply chain.



TSG Hoffenheim

Tony Mamodaly presented the internationalisation project at Hoffenheim and the strategies they are currently applying.

These are:

- They are increasing their brand value by identifying new areas of business globally.
- Move from a B2C to a B2B business model.
- Embracing technology and innovation – they are one of only four clubs in the world that use a statistics and data collecting machine that stores an array of data like special awareness and passing technique of each of the players in all categories under their system the past ten years.
- Use their technology and knowledge to help the community, e.g., the particular

BAM Event Ticketing

Rogers Munyampenda gave a summarised presentation on the advantages of embracing blockchain technology in the African football industry. He noted that some individuals or groups usually buy rights to tickets for big matches and then later sell the same for super-normal markups and profits. NFT event ticketing could help curb this by providing other solutions, such as security, since blockchain is tamper-proof and controls the secondary market by putting a cap on the markup of ticket fees.



Workshop:

Talent Identification and Development



Abdul-Faisal Chibsah conducted this session as a FIFA High-Performance Specialist with experience in talent identification, development and performance analysis, having worked from grassroots to professional football.



He introduced the Talent Development Scheme (TDS), which is part of FIFA's forward program. Goal 6 under the current vision is to increase global competitiveness and raise the standards of national-team football worldwide for both men and women, driven by FIFA's desire for long-term dedication to talent development.



The attendees who majorly comprised of coaches, team managers, academy owners and other grassroots football stakeholders. The participants were split into groups where they were to discuss and develop mechanisms bespoke to Africa and tailor-made specifically to solve Africa's talent development problems. Such tools would help FIFA create sustainable programs for the Member Associations to maximise opportunities and reach their full potential to ensure every talent is given a chance.

Summit Quotes:

“Absolute autonomy brings absolute anarchy” – Fred Arocho



“Too much analysis causes paralysis” – Alvaro Abreu



“Be realistic with your player transfers to international markets that are favorable for your country” – Patrick Korir

SPONSORS/PARTNERS:



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The Football Foundation for Africa would like to thank everyone who attended and made the inaugural Africa Football Business Summit a success, an excellent platform for learning and networking to kick-start conversations about the transformation of the African football industry.



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