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The Influence of Financial Resources on the Performance of Football Clubs in Zanzibar

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Abstract
This paper examines the influence of financial resources on the performance of football clubs in the Urban District of Unguja, Zanzibar, addressing a gap in the sports management literature on East African football. Anchored in the Resource-Based View, the study argues that financial capital is a valuable, club-specific resource that shapes competitive and organisational outcomes. A mixed-methods design was applied, combining a structured questionnaire administered to 140 respondents with interviews and focus group discussions across five football clubs during the 2025/26 season. Financial resources were measured through five indicators, namely budget adequacy, matchday revenue, sponsorship, broadcasting revenue and access to external funding. The composite mean for the construct was 1.50 (SD = 0.47) on a five-point scale, with a Cronbach's alpha of 0.891, indicating strong agreement and high internal consistency. A Pearson correlation of $r = 0.822$ ($p < 0.001$) was found between financial resources and club performance, and a simple regression model showed that financial resources alone explained 67.5 percent of the variance in performance ($R^2 = 0.675$, $p < 0.001$). The findings confirm that budget adequacy, matchday income, and sponsorship are perceived as the strongest financial pillars, while broadcasting revenue remains comparatively underdeveloped. It is concluded that financial resources are the strongest predictor of football club performance in Zanzibar, and it is recommended that clubs diversify revenue streams and strengthen financial management practices.

Keywords: Financial Resources, Club Performance, Football Clubs, Zanzibar, Resource-Based View

1. Introduction

Professional football has evolved from a community-based activity into an industry in which clubs must balance sporting, financial and social objectives [1]. Among the resources that clubs depend upon, financial capital, comprising sponsorship income, broadcasting rights, matchday revenue and merchandising, is widely regarded as the foundation on which other resources are built [2]. Clubs with robust financial foundations are able to invest in playing talent, training facilities and youth development, whereas financial instability constrains a club's capacity to retain talent and plan for the long term [3].

In Zanzibar, the government is pursuing a state-driven sports development strategy centred on major infrastructure projects, notably the Zanzibar Sports City in Fumba, while individual football clubs continue to operate on constrained budgets, local sponsorship and member contributions. This creates a disconnect between macro-level investment and micro-level club realities that has not previously been examined empirically. It is against this background that this paper addresses the first objective of a wider study on

the impact of internal resources and stakeholder dynamics on football clubs' performance in Zanzibar, namely, to explore the influence of financial resources on the performance of football clubs.
The specific objective addressed in this paper is to explore the influence of financial resources on the performance of football clubs in the Urban District of Unguja, Zanzibar. The corresponding research question is: how do football club stakeholders perceive the role of financial resources in influencing club performance? The associated hypothesis states that there is a significant positive relationship between financial resources and the performance of football clubs in Zanzibar.

2. Literature Review

2.1 Theoretical Framework

The study is anchored in the Resource-Based View, which holds that organisations achieve sustainable competitive advantage from unique internal resources that are valuable, rare, difficult to imitate and supported by the organisation [4]. Applied to football, the theory positions financial capital as a foundational resource that enables clubs to acquire other critical resources, such as playing talent, coaching expertise and infrastructure [5]. A recognised limitation of the theory is its introspective focus, which can underestimate the influence of the external environment and stakeholder power, a gap that the wider study addresses by pairing the Resource-Based View with Stakeholder Theory.

2.2 Empirical Review

Several studies support the proposition that financial resources are a primary determinant of football club performance. It has been shown that clubs with larger budgets consistently outperform less well-resourced competitors, since financial capital is a key driver of competitive balance in professional sports leagues [1]. Similarly, wage expenditure alone has been found to explain a very large share of the variation in league position among European clubs [6]. In football economics more broadly, inadequate budgeting has been linked to financial instability that ultimately erodes on-field performance [3].
Matchday income has also been identified as central to club finances outside the elite European leagues, with higher average attendance associated with better financial and competitive outcomes [7]. Effective matchday revenue generation, in turn, depends on appropriate infrastructure and strong community engagement [8]. Sponsorship has similarly been described as an indispensable and growing revenue stream, with sponsorship intensity positively correlated with both financial stability and on-field success [9], a pattern also observed within African leagues [10]. By contrast, broadcasting revenue has been found to remain comparatively underdeveloped in smaller and developing leagues, lagging behind matchday and sponsorship income [11], although the growth of digital and streaming platforms is beginning to open new revenue opportunities in previously underserved markets [12].
Within the Zanzibar context specifically, prior local research found that sufficient funding, alongside leadership and adequate facilities, is a necessary condition for football club performance [13]. Government grants and development partner contributions have also been identified as an important source of financial support for sports organisations operating in resource-scarce environments [14]. Taken together, the reviewed literature converges on the position that financial capital is not merely a quantitative asset but a resource whose availability, stability and diversification directly shape a club's competitive and organisational outcomes, and this forms the empirical basis for the present paper.

3. Methodology

3.1 Research Philosophy and Design

This study adopted a pragmatist philosophy and employed an explanatory sequential mixed-methods design, wherein a quantitative survey phase preceded and informed a subsequent qualitative phase [18]. This approach allowed for the establishment of statistical relationships between financial resources and club performance, followed by in-depth exploration of contextual factors underlying these relationships.

3.2 Study Area and Population

The study was conducted in the Urban West Region of Zanzibar, the capital city of the country. It was selected because most of the premier league and sports clubs are found. Team data were collected in the Urban District of Unguja, Zanzibar, from stakeholders of five football clubs active during the 2025/26 season, including players, club administrators, coaches, sponsors, and supporters.

3.3 Sampling Strategy and Sample Size

The quantitative sample size of 140 respondents was determined using Yamane's formula at 95% confidence level [19]. Stratified random sampling ensured representation from each stakeholder category.

3.4 Data Collection Instruments

Financial resources were operationalised through five indicators on a five-point Likert scale: budget adequacy, matchday revenue sufficiency, sponsorship and commercial partnerships, broadcasting and media rights, and access to external funding sources. Items were scored from 1 (strong agreement) to 5 (strong disagreement), with lower scores indicating stronger agreement. Semi-structured interview guides were developed for qualitative data collection.

3.5 Data Collection Procedures

Quantitative surveys were administered over three months during the 2025/26 season, followed by qualitative interviews and focus group discussions.

3.6 Data Analysis

Quantitative data were analyzed using SPSS version 27, employing descriptive statistics, Pearson correlation, and simple linear regression. The financial resources scale demonstrated high internal consistency (Cronbach's alpha = 0.891). Qualitative data were analyzed using thematic analysis [16], with themes triangulated against quantitative findings.

3.7 Trustworthiness and Rigour

Trustworthiness was ensured through triangulation of data sources and methods, thick description, audit trails, and member checking [17].

4. Results and Discussion

4.1 Descriptive Findings on Financial Resources

The composite mean for the financial resources construct was 1.50 (SD = 0.47), indicating that respondents strongly agreed that financial resources shape club performance, with very few neutral or disagreeing responses across the five items. Table 1 summarises the level of agreement recorded for each indicator.

Table 1: Agreement Levels for Financial Resources Indicators (n = 140)

Financial Resource Indicator	Agreement (%)	Neutral / Disagree (%)
Club has an adequate annual budget	92.8	7.1 / 0.0

Financial Resource Indicator	Agreement (%)	Neutral / Disagree (%)
Club generates sufficient matchday revenue	100.0	0.0 / 0.0
Club benefits from substantial sponsorship	95.7	4.3 / 0.0
Broadcasting and media rights contribute to stability	95.0	5.0 / 0.0
Club has access to external funding sources	95.7	4.3 / 0.0

Source: Field Research Data, 2026

4.1.1 Budget Adequacy

The near-unanimous agreement (92.8%) that clubs have adequate annual budgets suggests a perception of stability. However, this may be relative to historical lows rather than an indication of sufficiency for long-term growth and professionalisation. The reality in Tanzania and Zanzibar is often of constrained resources that place significant strain on club operations. Financing and operational strain, even with a budget, managing it effectively is a challenge. Research by The Chanzo (2025) highlights the financial risks of poor investment, noting that in Tanzania, clubs like Simba and Yanga have incurred significant losses through expensive player signings that failed to perform, stressing the need for strategic, data-driven financial management. Player welfare impact, budgets directly affect player welfare, a critical component of performance. Mwananchi (2026) reported that only 8 of 16 Mainland Premier League clubs provided health insurance, with the situation in Zanzibar being even more inadequate, exposing players to financial ruin following injury and undermining club stability. Insufficient funding context, the perception of adequacy is challenged by regional comparisons. Njororai (2010) found that funding for soccer activities in Tanzania was significantly lower than in Kenya and Uganda, illustrating the generally poor treatment of players and the struggle for financial resources in the region. Need for sustainability, the budget's adequacy is tied to its sources. Doreen Kwayu, writing for The Citizen (2025), notes that many Tanzanian clubs are "over-reliant on short-term revenues," leaving little room for essential long-term investments in infrastructure and facilities.

4.1.2 Matchday Revenue Sufficiency

The unanimous agreement (100%) on the sufficiency of matchday revenue highlights it as a cornerstone of club finances. This is a global trend but takes on particular importance in the East African context where other revenue streams are often underdeveloped. A core pillar, matchday income is the most reliable source of funds, especially outside of elite leagues. Gor Mahia's recent financial report (Nairobi News, 2026) revealed the club earned Ksh28 million from matchday collections through an electronic ticketing system, demonstrating the potential of this revenue stream even in the region. Fan loyalty and economic impact, this revenue is underpinned by strong community support and can have a broader economic impact. Zanzibar President Dr. Hussein Mwinyi acknowledged this when he praised Yanga SC for playing matches in Zanzibar, stating the games boosted tourism and created business opportunities for local people. A foundation for wider growth, the income from fans is vital. The Citizen (2025) posits that being part of a loyal fanbase provides "steady revenues from match day revenues," which are essential for financial stability and community engagement. Leveraging for investment, effective matchday revenue generation can be a springboard for other investments. SportPesa (2025) argues that proceeds from the game should be reinvested to improve the fan experience, such as ensuring "smoother stadium access, cleaner stands, and improved sound systems," thereby fostering a more professional environment.

4.1.3 Sponsorship and Commercial Partnerships

With 95.7% agreement and the highest rate of strong agreement (79.3%), sponsorship is perceived as the most important revenue pillar. While opportunities are growing, the market can be volatile, requiring strategic planning. A growing industry standard, sponsorships are transforming Tanzanian football into a business. The record Sh21.75 billion deal between Young Africans SC and SportPesa, as reported in The Citizen (2025), symbolizes the economic growth of the national game. The foundation for professionalism, major sponsorship allows clubs to professionalize beyond the pitch. SportPesa (2025) notes that these funds enable clubs to invest in "better player welfare, improved training environments, and advanced scouting," which are crucial for competing at a continental level. Volatility and patchiness, despite landmark deals, the sponsorship landscape is not uniformly robust. As noted by Fabian Warislohner (2025), for many clubs, "sponsorships are patchy," making them an unreliable source of long-term stability compared to more diversified revenue models. Aligning with national identity, effective sponsorship can build a powerful national brand. The announcement that Safari Lager became the first Tanzanian beer brand to sponsor the FIFA World Cup 2026, as reported by AllAfrica (2026), demonstrates how football partnerships can elevate a brand to a global platform while celebrating national heritage.

4.1.4 Broadcasting and Media Rights

Recording 95% agreement but a lower share of strong agreement (33.6%), broadcasting revenue is identified as a significant yet underdeveloped area. This reflects the challenges in a market where traditional media revenue has lagged. A lagging revenue source, broadcasting is often the weakest link compared to matchday and sponsorship income. Fabian Warislohner (2025) notes that while digital media presents new opportunities, clubs in African markets still rely heavily on traditional, under-monetized media rights. The growing importance of digital, there is a clear consensus that digital platforms are the future. Warislohner emphasizes that clubs can leverage "media rights deals for television, streaming, and digital content" to create a steady income stream that does not rely solely on matchday attendance. A central, evolving aspect of football economics, broadcasting is central to the financial health of the sport globally. A legal analysis in the Entertainment and Sports Law Journal (2026) reinforces the high commercial value of exclusive broadcast rights, highlighting the premium placed on such content. A symbol of historical underinvestment, the underdevelopment is a symptom of systemic issues. Njororai (2010) argues that until the administration is restructured to be more credible, East African football will struggle to "benefit from television rights, broadcasting rights, and serious merchandising".

4.1.5 Access to External Funding Sources

At 95.7% agreement, this indicator highlights the significant role of government grants, development partners, and private investment in filling the financial gaps for clubs in Zanzibar. While valuable, this reliance can create dependency. Government support as an incentive, political will plays a crucial role in financial support. Zanzibar President Dr. Hussein Mwinyi rewarded Yanga SC's historic season with TSh100 million, demonstrating a direct link between government backing and club success. Development partners for social impact, external funding is also channeled through development projects. CISU (2026) details a grant for "Inclusive Sports Camps" in Zanzibar, showcasing how international funding is used for programs that use sport to address social issues like disability inclusion and gender equality. Filling gaps in basic welfare, external funding can also help address critical welfare gaps. The UEFA Foundation (2026) supports the "Mpira Fursa" project in Tanzania and Zanzibar, which uses football to promote mental health literacy and social inclusion, particularly for girls in underserved communities. Part of a broader ecosystem, government support is part of a larger push for development. The Tanzania Breweries

Limited (TBL) 2026 campaign for the FIFA World Cup includes nationwide fan viewing experiences and promotional events, demonstrating how private sector support, often facilitated by public-private partnerships, can boost the sport's ecosystem.

4.2 Correlation and Regression Analysis

A Pearson correlation computed between the financial resources composite and the club performance composite produced $r = 0.822$ ($p < 0.001$), indicating a strong, statistically significant positive association between the two constructs. A simple linear regression model showed that financial resources alone explained 67.5 percent of the variance in club performance ($R^2 = 0.675$, $p < 0.001$). This coefficient was treated as the primary evidence for this objective, since a pooled model containing all four internal-resource predictors together was affected by multicollinearity among the constructs.
The following is a summary of the correlation and regression results, interpreted alongside relevant studies conducted by other authors.

Table 2: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.487	0.108		4.509	< 0.001
Financial Resources	0.714	0.042	0.822	16.901	< 0.001

Source: Field Research Data, 2026

Interpretation of Coefficients: Constant (B = 0.487), this represents the predicted club performance score when financial resources are zero. While not practically meaningful in isolation, it serves as the baseline for the regression equation. Financial Resources Coefficient (B = 0.714), for every one-unit increase in the financial resources composite score, club performance is predicted to increase by 0.714 units. This positive coefficient confirms that higher levels of financial resources are associated with better club performance. Standardized Coefficient (Beta = 0.822), the standardized beta coefficient indicates that financial resources have a strong positive effect on club performance. As a standardized measure, it allows for comparison with other potential predictors. The value of 0.822 suggests that a one standard deviation increase in financial resources corresponds to a 0.822 standard deviation increase in club performance. t-statistic (16.901) and Significance ($p < 0.001$), the high t-value and highly significant p-value confirm that the relationship between financial resources and club performance is statistically robust. The regression analysis provides compelling evidence that financial resources are the strongest predictor of football club performance in Zanzibar. The model explains 67.5% of performance variance, with a strong positive relationship ($\beta = 0.822$, $p < 0.001$). These findings support the study's hypothesis and confirm the theoretical proposition that financial capital is a foundational, club-specific resource that shapes competitive and organisational outcomes. The results also validate the empirical literature on football economics, which consistently identifies financial resources as a primary determinant of club success [1, 2, 6].

4.3 Discussion

The study's finding that sponsorship is a cornerstone of club finances is clearly validated by recent highprofile investments in Zanzibar. A landmark five-year title sponsorship deal between NMB Bank and the Mapinduzi Cup, rebranded as the NMB Mapinduzi Cup, represents a significant step forward [21, 22]. This partnership has transformed the tournament, with the champions now receiving 150 million Tanzanian shillings, a substantial increase that officials believe has improved professionalism and competitiveness (Zanzibar Football Association, 2026). The introduction of a "Most Disciplined Player Award" with progressive cash prizes further demonstrates how sponsorship can incentivize positive behavior and enhance the overall standard of the game [21] (Africa-Press, 2025). This government-private sector collaboration is hailed as a model for football development in the Isles (Africa-Press, 2025).

This influx of investment aligns with the government's vision to position Zanzibar as a sporting destination. President Hussein Mwinyi has actively supported this vision, not only by rewarding successful clubs financially but also by spearheading initiatives to professionalize the sport (Daily News, 2026; The Respondentes, 2025). The partnership between the Zanzibar Football Federation (ZFF) and Tanzania Security Limited (TSL) to conduct a comprehensive valuation of the Zanzibar Premier League is a key example of this strategy [26]. By establishing credible data on the financial worth of clubs, players, and competitions, this initiative is designed to build investor confidence, attract serious sponsors, and improve governance standards [26] (Killbait, 2026).

Despite these positive developments, the path to financial stability is fraught with challenges. The pressure to achieve immediate success often leads clubs to prioritize short-term, high-cost strategies. Both Simba and Young Africans, the leading clubs in Tanzania (which heavily influence the Zanzibar football landscape), have faced significant financial setbacks due to expensive player signings that failed to deliver (Transfermarkt, 2024). For example, Simba was projected to spend Sh6.8 billion on salaries and Sh3.6 billion on bonuses in the 2023/24 season alone, with player costs consuming over 40% of their projected revenue (Transfermarkt, 2024). This approach, driven by pressure from fans and a myopic view of quick wins, often backfires, leading to player contract terminations, wage disputes with FIFA, and significant financial losses (Apex Football, 2024). The failure of expensive signings like Augustine Okrah and Jean Baleke at Young Africans highlights the perils of neglecting a data-driven recruitment strategy (Apex Football, 2024; FIFA, 2026). These challenges underscore the need for the stronger financial management practices recommended by the study. Clubs are urged to move beyond a reliance on short-term strategies and embrace a more professional, sustainable approach that includes nurturing talent through academies and making data-driven decisions.

The study's observation that broadcasting revenue is an underdeveloped stream is beginning to change, with significant implications for Zanzibar. The announcement that Azam Media secured a substantial share of the media rights for CAF's inter-club competitions is a monumental victory for Tanzanian broadcasting [20]. This deal ensures that fans across the country, including Zanzibar, will have front-row seats to the continent's most prestigious football competitions [20] (Sportcal, 2024). This development is a clear move to unlock the commercial potential of broadcasting and media rights in the region.

Complementing these commercial initiatives is a massive government investment in sports infrastructure. The New Amaan Complex in Unguja and the Gombani Stadium in Pemba have undergone major renovations, costing a total of 55 billion shillings (Daily News, 2025). These upgrades, which include modern football pitches, indoor courts, and hotels, are designed to host national and international competitions (Daily News, 2025). The government has also endorsed plans to build 17 modern playgrounds in each district to nurture grassroots talent (Daily News, 2026). Furthermore, the signing of a 240-billion-shilling loan agreement with CRDB Bank for a new state-of-the-art stadium in Zanzibar signals a long-term commitment to fostering an environment conducive to talent development and commercial growth (Daily News, 2025). These infrastructural investments are crucial for maximizing matchday revenue and creating a more professional ecosystem, directly aligning with the study's recommendation to diversify revenue streams.

The current trajectory in Zanzibar shows a football ecosystem actively addressing its financial shortcomings. The strategic investments in sponsorship, professional league valuation, broadcasting rights, and modern infrastructure demonstrate a clear understanding of the principles established in the study. The challenge now lies in translating these macro-level investments into micro-level club realities, ensuring that financial resources are managed sustainably and that the benefits reach the players, clubs, and communities that form the foundation of the sport.

5. Implications of the Study

5.1 Theoretical Implications

The study makes several contributions to the theoretical understanding of football club performance in developing contexts. First, it provides empirical validation of the Resource-Based View (RBV) in East African football, confirming that financial resources alone explain 67.5 percent of the variance in club performance ($R^2 = 0.675$, $p < 0.001$). Financial capital emerges as the foundational resource enabling clubs to acquire playing talent, coaching expertise, and infrastructure [4, 5]. This extends RBV literature beyond developed markets into an underexplored African setting [1, 2].

Second, the study contributes to stakeholder theory by revealing interconnected financial dependencies, government grants [14], sponsorship partnerships [9], and matchday revenue [7], demonstrating that clubs operate within complex stakeholder networks. This challenges the introspective focus of RBV and suggests future theoretical frameworks must account for external stakeholder influences.

Third, the study advances understanding of revenue diversification in developing football markets. The uneven pattern across indicators, matchday revenue and sponsorship as strong pillars while broadcasting remains underdeveloped [11], suggests football economics in developing contexts follows a distinct evolutionary path where traditional revenue streams remain dominant until media infrastructure matures [12].

5.2 Practical Implications

The strong relationship between financial resources and performance ($r = 0.822$, $p < 0.001$) underscores the critical importance of strategic financial management. Club administrators should prioritize comprehensive budgeting systems, transparent financial reporting, and long-term planning. While high agreement on budget adequacy (92.8%) suggests basic structures exist, documented sustainability challenges (Transfermarkt, 2024; Apex Football, 2024) indicate more sophisticated practices are needed.

The prominence of matchday revenue (100% agreement) highlights the importance of fan engagement and stadium infrastructure. Clubs should invest in modern ticketing systems, enhanced facilities, and community outreach. Government investment of 55 billion shillings in the New Amaan Complex and Gombani Stadium (Daily News, 2025) provides an opportunity to maximize this revenue stream.

The underdevelopment of broadcasting revenue (33.6% strong agreement) points to an urgent need for revenue diversification through digital platforms [12]. The Azam Media-CAF deal [20] demonstrates existing potential. Reliance on external funding (95.7% agreement) signals the need for sustainable club-generated revenue streams, as government support is contingent on shifting political priorities [14].

5.3 Methodological Implications

The mixed-methods design combining quantitative surveys with qualitative interviews proved effective for capturing statistical relationships and contextual nuances. The sequential explanatory design allowed deeper interpretation of statistical results [18]. Future research should adopt mixed methods approaches to capture the full complexity of football club finances. The operationalisation of financial resources through five indicators, budget adequacy, matchday revenue, sponsorship, broadcasting revenue, and external funding, provides a replicable framework for comparative studies. The high internal consistency (Cronbach's alpha = 0.891) demonstrates these indicators form a coherent construct. Researchers in other East African markets could apply this framework for cross-country comparisons. While perception-based measures capture stakeholder perspectives, future research should complement these with objective financial data from club accounts and government reports. The study's focus on five clubs in Urban District Unguja limits generalizability; future research should expand to include other districts and regions of Zanzibar, as well as comparative studies with mainland Tanzania and other East African countries.

5.4 Industrial Implications

The recognition of sponsorship as the strongest revenue pillar (79.3% strong agreement) presents opportunities for commercial partnerships. The NMB Mapinduzi Cup sponsorship [21, 22] demonstrates corporate willingness to invest substantially. The ZFF and clubs should develop professional sponsorship packages including media exposure, branding, and corporate hospitality. The league valuation initiative with Tanzania Security Limited [26] provides transparency and credibility that serious sponsors require. The underdevelopment of broadcasting revenue represents a market opportunity for media companies and digital platforms. The Azam Media-CAF deal [20] demonstrates commercial potential. Local broadcasters, streaming platforms, and mobile operators should explore partnerships with the ZFF to develop broadcasting packages reaching fans across Zanzibar and East Africa. Government infrastructure investment, 55 billion shillings for renovation (Daily News, 2025) and 240 billion shillings for a new stadium (Daily News, 2025), creates opportunities for professionalization. These facilities can host national and international competitions, attract touring teams, and generate hospitality revenue. The industry should develop comprehensive facility management strategies to maximize commercial potential. Financial sustainability challenges highlight the need for capacity building across the industry. The ZFF, clubs, and government should invest in training programs for club administrators in financial management, commercial development, and governance. The valuation initiative with TSL [26] exemplifies such capacity building; similar initiatives should be developed for other management aspects.

6. Recommendations for Stakeholders

6.1 Football Clubs

- Strengthen financial management by implementing comprehensive budgeting, financial reporting systems, and audited financial statements. Establish financial reserves to cushion against revenue fluctuations.
- Pursue revenue diversification by developing digital media production, merchandising programs, hospitality packages, and international partnerships. Prioritize broadcasting potential identified in the study.
- Invest in fan engagement by implementing fan engagement programs, improving stadium experiences, and leveraging digital platforms. Utilize government infrastructure investments to enhance the matchday experience.

- Develop youth academies by investing in grassroots talent development to reduce reliance on expensive external signings and create long-term value through data-driven recruitment decisions.
- Adopt professional governance by moving beyond informal management structures by establishing clear roles, conflict-of-interest policies, and transparent decision-making.

6.2 Zanzibar Football Federation (ZFF)

- Formalize revenue distribution by developing transparent and equitable mechanisms ensuring clubs benefit from collective agreements, promoting competitive balance and reducing resource concentration.
- Facilitate commercial partnerships by actively facilitating partnerships by developing professional sponsorship packages, negotiating collective broadcasting deals, and supporting commercial development.
- Promote financial education by developing training programs for club administrators in financial management, commercial development, and governance to build capacity across the industry.
- Implement financial regulations by introducing licensing requirements, financial reporting standards, and debt limits to ensure club stability and align with international best practices.
- Support league valuation initiative by expanding the partnership with Tanzania Security Limited [26] to provide the credibility needed to attract investors and serious sponsors.

6.3 Government of Zanzibar

- Maintain infrastructure investment by continuing commitment to sports infrastructure development and ensuring maintenance funding for existing facilities.
- Support professional development by investing in training programs for administrators, coaches, and referees to build human capital needed for professionalization.
- Create enabling environment by implementing favorable tax policies for sports investments, supporting sponsorship partnerships, and promoting football tourism to position Zanzibar as a sporting destination.
- Formalize external funding by ensuring government grants are predictable rather than contingent on shifting political priorities [14], allowing long-term planning.
- Promote sports diplomacy by leveraging football as a tool for sports diplomacy by hosting international competitions and promoting Zanzibar internationally.

6.4 Sponsors and Commercial Partners

- Invest in long-term partnerships by considering long-term agreements like the five-year NMB Mapinduzi Cup deal [21, 22] for stability and brand value building.
- Support professionalization by investing in capacity building, training programs, infrastructure, and professional services to enhance impact and build sustainable relationships.
- Develop targeted sponsorship packages by working with clubs and the ZFF to align packages with brand values and marketing objectives, as demonstrated by the "Most Disciplined Player Award" success (Africa-Press, 2025).
- Explore digital media opportunities by leveraging growing digital audiences through content partnerships, following the Azam Media model [20].
- Support grassroots development by investing in youth academies, school programs, and community initiatives to build the talent pipeline and create long-term commercial opportunities.

6.5 Media and Broadcasters

- Develop broadcasting packages by creating comprehensive packages including live matches, highlights, documentaries, and magazine shows, replicating the Azam Media-CAF success at domestic level.
- Leverage digital platforms by utilizing streaming platforms to reach younger audiences and fans unable to attend matches [12].
- Invest in production quality by enhancing viewing experience with multiple camera angles, graphics, and commentary to increase engagement and attract sponsors.
- Create content partnerships by developing exclusive content with clubs and the ZFF, including behind-the-scenes access and player profiles, to generate revenue and enhance engagement.
- Support grassroots football by providing coverage of youth matches, school tournaments, and community events to build future fan bases.

6.6 Development Partners

- Support institutional development by investing in capacity building for the ZFF, clubs, and stakeholders to build governance structures for sustainable development.
- Promote social inclusion by supporting programs promoting inclusion for women, persons with disabilities, and underserved communities, expanding initiatives like "Inclusive Sports Camps" (CISU, 2026) and "Mpira Fursa" (UEFA Foundation, 2026).
- Link football to development goals by connecting football investments to broader development objectives including health, education, and youth empowerment.
- Support research and evidence by investing in research on football development in Zanzibar to inform decision-making and attract further investment.
- Ensure sustainability by designing programs sustainable beyond funding periods through capacity building, institutional development, and revenue generation to ensure lasting impact.

7. Conclusion

This paper set out to explore the influence of financial resources on the performance of football clubs in Zanzibar. The evidence shows that financial resources are strongly and significantly associated with club performance, explaining a substantial share of the variance in performance outcomes, with budget adequacy, matchday revenue, and sponsorship perceived as particularly strong contributors. It is concluded that financial capital represents the single most influential internal resource examined in this study, consistent with the Resource-Based View's emphasis on valuable, club-specific resources as the basis of competitive advantage.

It is recommended that football clubs in Zanzibar strengthen financial management practices and pursue revenue diversification, particularly by developing broadcasting and digital media income streams alongside their existing matchday and sponsorship revenue. It is further recommended that club administrators and the Zanzibar Football Federation collaborate to formalise access to external funding, including government grants and private investment, so that such support is predictable rather than contingent on shifting priorities. Future research could examine financial resource utilisation longitudinally and in comparison with other East African football contexts.

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