

Proposed steps · The Professional Game

Meru County

Generated 20 August 2026. Population 1,545,714 at the 2019 KNBS census. Inside the Priority 18, ranked 7. Statutory fees are published rates; build, wage and operating costs are our own estimates, published so they can be argued with. Nothing here is a quotation or an awarded contract.

One-off cost \$6.0m	Running cost a year \$501,336	Five-year cost \$8.5m	Steps 8
Courts and pitches 3 / 1	Academies 1	Modular stadiums 1	Sunday-league teams 129

The order, and what each step costs here

#	Step	Months	One-off	A year
1	Incorporation and Governance	0–4	\$3,482	\$36
2	Business Plan, Financial Model and Trademark	2–6	\$5,108	\$1,900
3	Feasibility, Consents and Utilities	4–10	\$14,500	—
4	Club Base and Training Ground	9–20	\$402,600	\$38,000
5	Squad, Academy and Coach Licensing	12–24	\$4,800	\$226,000
6	FKF Club Licensing and League Entry	18–30	\$5,400	\$59,400
7	Modular Stadium	24–48	\$5.6m	\$92,000
8	Trading, Revenue and Sustainability	30 onwards	—	\$84,000

Incorporation and Governance

Make the club a legal person that can hold land, employ people and sign contracts, with a board and the policies to match, before a shilling is spent on anything physical.

The work

- Incorporate a company limited by guarantee at the Business Registration Service, with an asset lock so the ground can never be sold out from under the members.
- Appoint a board with a finance director, a safeguarding lead and at least one county nominee.
- Affiliate to the FKF county branch and register the club at branch, county and national level.
- Adopt safeguarding, child protection, anti-discrimination and financial control policies.

What you end up with

- A registered club with an asset lock
- A board that can be held to account
- An affiliated licence path

What it costs in Meru

Line	When	Cost
Incorporation at the Business Registration Service	One-off	\$82
Legal advice on structure and the asset lock	One-off	\$1,600
FKF branch and county affiliation	One-off	\$1,200
Governance and safeguarding policy set	One-off	\$600
CR12 and annual returns	Every year	\$36

One-off \$3,482 · every year \$36

How other professional clubs in the Premier League developed

English clubs that own or manage facilities are advised to incorporate first, exactly for the liability reason, before any facility project starts. — The FA on incorporation and legal structures:

<https://www.muckle-llp.com/what-we-do/sectors/sports/the-football-association/fa-bitesize-guides/fa-bitesize-incorporation-legal-structures/>

Business Plan, Financial Model and Trademark

Prove the club can pay for itself on paper before anyone is asked to fund it, and own the name and the badge outright.

The work

- Write a five-year business plan with real income and expenditure lines, not aspirations.
- Build a financial model of gate, sponsorship, academy, retail and match costs, with a break-even year.
- Register the club name, badge and kit marks at KIPi across the three relevant classes.
- Open bank and mobile-money accounts, register for PAYE and VAT, appoint auditors.
- Set the ticket, membership and pay-to-play pricing against local incomes, not Nairobi ones.

What you end up with

- A fundable business plan
- A registered trademark
- Audited books from year one

What it costs in Meru

Line	When	Cost
Business plan and five-year financial model	One-off	\$2,600
KIPi trademark, three classes, application to registration	One-off	\$208
Brand identity, badge and kit design	One-off	\$1,400
Audit, banking, payroll and tax registration setup	One-off	\$900
Annual audit and statutory accounts	Every year	\$1,900

One-off \$5,108 · every year \$1,900

How other professional clubs in the Premier League developed

The Football Foundation will not release capital without a business plan and a feasibility study built on real operating numbers. Same test here. — Football Foundation: business plan and feasibility before funding: <https://footballfoundation.org.uk/looking-for-funding>

Feasibility, Consents and Utilities

Find out what the site can actually carry, and get the permissions in hand, before committing capital.

The work

- Commission a topographic and geotechnical survey of the site.
- Commission an agronomist and drainage report for the playing surfaces.
- Submit the county planning application for the base, the pitches and the stadium footprint.
- Obtain the NEMA environmental impact assessment licence.
- Design water, power, sewerage and access, including the floodlight load.

What you end up with

- Planning consent
- An environmental licence
- A buildable, drained site design

What it costs in Meru

Line	When	Cost
Topographic and geotechnical survey	One-off	\$3,200
Agronomist and drainage report	One-off	\$1,600
County planning application and approvals	One-off	\$2,400
NEMA environmental impact assessment licence	One-off	\$3,100
Water, power and access design	One-off	\$4,200

One-off \$14,500 · no running cost

How other professional clubs in the Premier League developed

Pitch dimensions, goalpost sizes, drainage and changing provision are all standards questions in England before design, not after. — England Football facilities guidance and technical standards: <https://www.englishfootball.com/participate/leagues-and-clubs/Facilities-Guidance>

Club Base and Training Ground

Secure the land and give the club somewhere to train every day and somewhere to run the business from, at a cost that does not need a stadium first.

The work

- Secure land in Meru for the base and training ground — lease first where purchase is not affordable — with a title search, a registered boundary survey and a valuation.
- Build two grass training pitches with drainage and irrigation.
- Deliver a changing pavilion with four changing rooms, officials' room, toilets and stores.
- Fit out a club office, a gym and a medical and physiotherapy room.
- Fence, light and secure the site so it can trade in the evenings.

What you end up with

- Land under agreement
- A daily training base
- A trading site with evening hours

What it costs in Meru

Line	When	Cost
Land: title search, valuation and first-term lease	One-off	\$14,000
Boundary and title survey	One-off	\$2,600
Two grass training pitches, drained and irrigated	One-off	\$136,000
Changing pavilion, four rooms plus officials	One-off	\$120,000
Gym, medical and physiotherapy fit-out	One-off	\$60,000
Office fit-out, IT and connectivity	One-off	\$24,000
Site fencing, floodlighting and security	One-off	\$46,000
Grounds and building maintenance	Every year	\$38,000

One-off \$402,600 · every year \$38,000

How other professional clubs in the Premier League developed

A four-room pavilion is the English baseline for a club hosting league football; a full-size 3G pitch alone runs £800,000 to £1.5m there, against a fraction of that here. — Football Foundation pavilions and changing rooms guide: <https://footballfoundation.org.uk/support-article/pavilions-changing-rooms-guide>

Squad, Academy and Coach Licensing

Field the teams FKF licensing actually requires, with coaches who hold the badges.

The work

- Sign a senior squad on written contracts, registered on Kenya Connect.
- Run the club's own youth teams — at least one in the 15 to 21 band and one in the 10 to 14 band, owned by the club, not a partner academy.
- Employ CAF-licensed coaching staff and put the rest of the staff through the badges.
- Appoint a physiotherapist and put pitchside first response in place.
- Register every player and insure the squad.

What you end up with

- A licensed senior squad
- Two owned youth teams
- Badged coaching staff

What it costs in Meru

Line	When	Cost
Senior squad wages and bonuses	Every year	\$120,000
Youth teams, 10–14 and 15–21	Every year	\$46,000
CAF-licensed coaching staff	Every year	\$38,000
Physiotherapy and medical cover	Every year	\$16,000
Registrations, licences and insurance	Every year	\$6,000
Coach education and badge fees	One-off	\$4,800

One-off \$4,800 · every year \$226,000

How other professional clubs in the Premier League developed

England licenses academies in four categories with independent audit. FKF now demands club-owned youth teams in two age bands and verifies coaching badges. — EFL Youth Development Rules and academy licensing: <https://www.efl.com/yd-rules-season-2024-25.pdf>

FKF Club Licensing and League Entry

Pass the five licensing pillars — sporting, infrastructure, personnel and administration, financial and legal — and get on the fixture list.

The work

- Submit the licensing application with audited accounts and a declaration of overdue payables.
- Formalise the ownership structure and publish it.
- Prepare for quarterly audits rather than a single annual scramble.
- Budget the season: travel, match operations, levies and referees.
- Where continental entry is realistic, process through the CAF licensing platform.

What you end up with

- An FKF club licence
- A league place
- Quarterly audit readiness

What it costs in Meru

Line	When	Cost
Licensing application, audit and compliance work	One-off	\$5,400
Audited accounts and payables declaration	Every year	\$2,400
League entry and competition levies	Every year	\$12,000
Travel and match operations for a season	Every year	\$45,000

One-off \$5,400 · every year \$59,400

How other professional clubs in the Premier League developed

England's top five tiers now need an operating licence with a strategic business plan and proof of resources. Kenya's five pillars ask the same questions earlier.
 — Independent Football Regulator operating licences:
<https://www.regulationtomorrow.com/2026/07/independent-football-regulator-publishes-final-licensing-rules-and-guidance/>

Modular Stadium

Build the ground last and build it in stages, so the club never carries a stadium it cannot fill.

The work

- Commission the stadium feasibility and grading study for Meru.
- Phase one: a 3,000-seat modular stand, floodlights, turnstiles and toilets.
- Phase two: opposite stand, media and hospitality, to FKF and CAF grading standards.
- Design for re-siting and for non-match income from day one.

What you end up with

- 1 modular stadium in Meru
- A graded ground for league and continental football

What it costs in Meru

Line	When	Cost
Stadium feasibility, grading and design	One-off	\$96,000
Modular stadium, 8,000-seat phased	One-off	\$5.5m
Stadium operations, safety and stewarding	Every year	\$92,000

One-off \$5.6m · every year \$92,000

How other professional clubs in the Premier League developed

English grounds are graded step by step as clubs climb. The modular route reaches a grading standard without a single-shot concrete bowl. — England Football facilities guidance: <https://www.Englandfootball.com/participate/leagues-and-clubs/Facilities-Guidance>

Trading, Revenue and Sustainability

Get the club off grant money and onto its own income, with the academy as an export line.

The work

- Sell gate, membership, hospitality and shirt sponsorship against local income levels.
- Trade the academy properly: written contracts, sell-on clauses and FIFA solidarity claims.
- Run the women's team and the community programme as part of the club, not a side project.
- Hire the pitches and the base out in every hour the squad is not using them.
- Publish the accounts each year, so the model can be checked.

What you end up with

- A break-even operating model
- Transfer, sell-on and solidarity income
- About 129 community teams with a club above them

What it costs in Meru

Line	When	Cost
Commercial, media and ticketing staff	Every year	\$34,000
Matchday operations and hospitality	Every year	\$22,000
Women's team and community programme	Every year	\$28,000

No one-off cost · every year \$84,000

How other professional clubs in the Premier League developed

English grant funding requires community use and a viable operating model. The same condition applies to every shilling proposed here. — Football Foundation funding route: <https://footballfoundation.org.uk/looking-for-funding>

How the steps and the prices were set

Statutory fees are published rates. Build, wage and operating costs are our own estimates for Meru, sized from its census population and its share of the national allocation. Nothing here is a quotation, a budget or an awarded contract.

- The FA / Muckle LLP — Incorporation and legal structures for football clubs:
<https://www.muckle-llp.com/what-we-do/sectors/sports/the-football-association/fa-bitesize-guides/fa-bitesize-incorporation-legal-structures/>
- England Football — Facilities guidance and technical standards: <https://www.englandfootball.com/participate/leagues-and-clubs/Facilities-Guidance>
- England Football — England Football Accreditation for clubs: <https://www.englandfootball.com/participate/leagues-and-clubs/england-football-accreditation>
- Football Foundation — Funding route, feasibility and the AGP framework: <https://footballfoundation.org.uk/looking-for-funding>
- Football Foundation — Pavilions and changing rooms guide: <https://footballfoundation.org.uk/support-article/pavilions-changing-rooms-guide>
- EFL — Youth Development Rules and academy licensing: <https://www.efl.com/yd-rules-season-2024-25.pdf>
- Independent Football Regulator — Operating licence rules for English clubs:
<https://www.regulationtomorrow.com/2026/07/independent-football-regulator-publishes-final-licensing-rules-and-guidance/>
- Business Registration Service — Kenya companies registry fee schedule: <https://brs.go.ke/fee-schedule-companies-registry/>
- KIPi — Trade mark fees, local and foreign:
<https://www.kipi.go.ke/sites/default/files/KIPi/Acts%20and%20Regulations/trade%20mark%20fees%20local%20and%20foreign.pdf>
- Citizen Digital — FKF club licensing: the five pillars and quarterly audits:
<https://citizen.digital/article/club-licensing-fkf-tells-teams-to-put-house-in-order-as-deadline-looms-n368273>
- Mozart Sport — FKF youth team requirements for club licensing:
<https://www.mozzartsport.co.ke/football/news/football-kenya-federation-unveils-youth-team-registration-requirements-for-club-licensing/44032>
- NEMA — Environmental impact assessment licensing, Kenya: <https://www.nema.go.ke/>

Can you deliver any of this better, or cheaper, or sooner? Send a proposal at kickstartkenyafootball.com/proposals and reference this county and step.