

POLITY OF GOVERNANCE OF SPORTS FEDERATIONS IN BURKINA FASO

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Abstract: *The general objective of this research is to analyze the governance of sports federations. The study is based on the organizational governance analysis framework of Arcioni (2007). To do this, with a prospective, mixed, sequential methodological approach, we carried out investigations with four hundred and twenty-five (425) people made up of athletes, supervisors, sports journalists, sponsors, federal members, members of the National Olympic and Sports Committee of Burkina Faso and executives from the Ministry of Sports. The results indicate, for all ten sports federations studied, low transparency, an absence of democracy and a lack of responsibility and efficiency in the management of these sports structures. Also, two sports federations (FBF, FBA) are housed in the "good governance" profile, three in the "weak governance" category (FBVB, FBHB, FBC) and five (FBBB, FBB, FBK, FBL, FBNS) in the "bad governance" category. This study made it possible, in the context of Burkina Faso, to identify the problems and perspectives in terms of governance of sports federations with a view to better management of these structures.*

Keywords: *governance, sport, sports federation, Burkina Faso.*

1. INTRODUCTION:

Sport's sector is marked nowadays by considerable changes in terms of regulatory framework and governance (Bayle, 2007). Associations are becoming more and more professional in the definition of their projects as well as their implementation, which forces leaders to rethink their mode of organization and their logic of action (Deloitte, 2015). This change has led to a profound change in the managerial aspect in the universe of the social and solidarity economy and places the culture of performance and responsibility at the center of the concerns of association leaders. Despite this system, the recent waves of highly publicized corruption scandals within major international sports organizations such as International Olympic Committee in 1999, International Federation of Football Association in 2015, and International Athletics Federation in 2016, have deeply shaken the entire world sports system (Chappelet and Mrkonjic, 2019).

In the African context and particularly in French-speaking black Africa, the organization of sport has been set up discontinuously from the colonial period to the present day (Gouda and Kpazaï, 2012). The sports federations in this part of the continent are mostly developing without any guidelines and do not regularly carry out an analysis of their structure, their mode of management and their system of operation. The missions and tasks of the different actors are rarely defined, the leaders are oriented more towards operational than strategic missions, namely the design of the federation's development policy (Bouchet and Kaach, 2004). Sport must therefore be considered in a process of construction in Africa, which amounts to saying that the organizational aspect takes precedence over the practical aspect of sport.

In Burkina-Faso, the field of sport has been the subject of two national sports policies, notably those of 2007 and 2017 with a view to developing and professionalizing it. The last one still in force, the overall objective of which is "to qualitatively transform the management of sport and leisure for social well-being, national cohesion, the creation of wealth and jobs and international influence" draws its foundations from National Economic and Social Development Plan (PNDES, 2016). Its strategic objective 3.2 aims to increase its contribution to GDP by 10% by 2020. Despite the implementation of these public policies, the organization and functioning of sports structures are characterized by internal and external conflicts. Also, it seems that the issue then arises, on the one hand, of the exercise of power within its organizations, of the decision-making process and of the conduct of politics, and on the other hand, the relationship with the supervisory authority. This is the direction in which this study falls, with the research question: What is the mode of governance of sports federations in Burkina Faso?

The general objective of this research is to analyze the governance of sports federations. Specifically, it is about building a typology of the governance of sports federations in Burkina Faso through its dimensions of transparency, accountability, democracy, effectiveness and efficiency. Otherwise it is a question of describing the state of governance of sports federations in Burkina Faso.

2. Analysis model

To achieve this goal, we relied on Arcioni's organizational governance analysis framework (2007). This analytical framework is the adaptation of the "corporate governance" model to the universe of non-profit organizations of which the national federations are part. In fact, to assess the modalities of governance of sports organizations, Arcioni proposes an amendment of the analysis model of Pérez (2003) and Henry and Lee (2004) through five principles which are:

- Transparency : it is defined as the availability of information on a sports federation allowing external actors to control the internal activities of the organization. It is also the ability of the federation to ensure that the structure has clear procedures for allocating resources, reporting and making decisions. The analysis was carried out on indicators such as : the publication of the activity and financial report, the publication of the agenda and the minutes of the GA meetings, the respect of the statutes and internal regulations, the existence and functioning of a crisis unit;
- responsibility : it can be synonymous with roles, functions, accountability, accountability, social, societal or individual responsibility or more generally sustainable development. As part of this study, the analysis is made on indicators such as social development policy, environmental development policy, sports development policy, the existence of a disciplinary and internal appeal procedure in the statutes ;
- democracy: In sports, it translates into access to representation in decision-making such as players, supporters, women in executive offices (Henry and Lee, 2004). In this sense and relating to our study, it is measured by indicators such as the non-age limit for federal member positions, the representation of women and athletes within the executive board, the candidate evaluation plan, the powers of the president, the relations between the federation and other stakeholders (club, district, league etc.);
- efficiency: It corresponds to the best use of resources. The cognitive approach to governance, moving away from the legal and financial approach, admits that the source of efficiency is no longer just disciplinary but cognitive. The efficiency of the organization can be defined in terms of the capacity of partners to create value based on skills (Wirtz, 2006). The creation of value is the result of a process of composition, of original opportunities, which depend on the specific knowledge and skills of the leaders. In this sense and in relation to the sporting context, the measurement of efficiency is therefore based on a good knowledge of sporting practices and volunteers, the ability to listen, etc. It also emphasizes that members must come from the sports sector and have high-level athletic experience in order to better meet the needs. For our study, the following indicators will be measured: the profile of the president and the secretary general, the level of training of the president and the SG, the capacity and experience of federal members in terms of management, the percentage of elected officials' working time within the federation;
- efficiency: We generally define the efficiency of an organization as the ability to achieve its own objectives. This efficiency is linked to the composition and functioning of the executive board. It relates to the ability to set and control performance measures strategically. In connection with our study, it refers to the indicators which are: the staff of the executive office, the tasks and timetables of the president and the secretary general, the number of projects completed, the quality and quantity of sponsors, the existence of permanent employees and the number of stakeholders (clubs, district, league etc.);

3. State of the problem:

For a long time, the construction of the sporting edifice has been based on freedom of association, a fundamental principle recognized throughout the world. This freedom, which is expressed through the conclusion of a special contract, offers co-contractors a space of autonomy in which they can establish themselves, organize themselves and carry out their activity. However, nowadays-national sports federations are under new pressure from politicians, private partners, members and other stakeholders. All these stakeholders expect these sports organizations to be more performance oriented or to put in place management strategies for their organizational performance (Bayle, 2007). They must adapt their governance to their times in the sense that the operating methods that prevailed a few years ago are no longer necessarily adapted (Bayle, 2001).

In Burkina-Faso, despite the implementation of two public policies during which the state has invested, a number of observations emerge regarding the organization and functioning of sports structures and particularly sports federations. First, there is a lack of sporting results in the majority of sporting disciplines. Apart from some encouraging results at the sub-regional and African level (the 2nd place of the senior national team in football during the CAN in 2013), the sport of Burkinabè lacks tangible results at the world level especially Olympic like the countries like Ivory

Coast, Niger and Togo. Then there is a strong financial dependence of sports organizations on the state. Finally, the upsurge in crises within sports structures is noted. Over the past ten years, several sports federations have experienced crises within their executive offices: karate in 2014, cycling in 2015, fencing in 2015, Vovietnam in 2016, football in 2016, boxing in 2018, swimming in 2018 and wrestling in 2018, etc. This situation often leads to cascading resignations of members or the creation of blocs within structures. The suspension of the executive office and the establishment of a transitional office by the supervisory authorities have often been observed.

In view of these observations, the issue of governance of these sports structures arises. Despite these shortcomings, no scientific study to our knowledge reports on the management of sports federations in Burkina Faso. It is in this sense that we have undertaken this research. The hypothesis of this work admits that the governance of Burkinabè sports federations (FSB) is weak in its dimensions of transparency, accountability, democracy, effectiveness and efficiency.

4. Methodological approach:

4.1 Nature, study population and sampling

This is a sequential mixed prospective research of quantitative and qualitative type. This choice of mixed approach therefore appears to be dictated more by efficiency criteria in relation to the direction of our research.

For the choice of the study population, we referred to the stakeholders in the governance of a federation defined by Zintz (2004), namely athletes, supervisors, referees, leaders of clubs, districts and leagues, federal members, members of the Burkinabè National Olympic and Sports Committee (CNOSB), the national press, sponsors and executives of the Ministry of Sports. The diversity of the profiles of the actors as well as the functions they occupy seem to give more relevance and validity to the comments collected. The choice of sports federations focused on criteria of notoriety and establishment of the discipline at the national level on the one hand and those that have experienced instability over the past ten years on the other hand. After analysis, 10 sports federations were selected, namely the Burkinabè Football, Volleyball, Handball, Basketball, Athletics, Cycling, Swimming, Boxing, Karate Do and Wrestling (FBL) Federations.

The sample was then formed by the non-probabilistic reasoned choice method. Three tools, namely the questionnaire, the interview guide and the documentary research, made it possible to collect the data.

Table I : Distribution of the sample

N°	Interviewee sample	Nombre
1	Athletes and former athletes	100
2	Framers	50
3	Referees	50
4	Club leaders	50
5	District leaders	50
6	League leaders	50
7	Federal Members	60
8	Sports journalists	3
9	Sponsors	2
10	CNOSB members	5
11	MSL executive	5
	TOTAL	425

4.2 Data processing

The questionnaire was coded according to a response grid using a scale with four levels per indicator. By referring to the model of Arcioni (2007), we have chosen a rating system of 1 to 4. 2.5 is considered as the average rating beyond which the principle is respected.

The surveys were carried out in eight regions. The questionnaire was administered with the Kobo mobile app and sent to the Kobotoolbox server for retrieval and analysis. The results are presented in a global way, which makes it possible to get an idea of the situation through a radar graph and with tables of mean and standard deviation by principle and under principle. On the basis of the assessments made of their mode of governance, the sports federations have been classified according to three profiles:

- the "good governance" profile, ie respect between four or five principles;
- the profile: "weak governance", that is to say the respect between two and three principles out of the five;

- the profile: "bad governance", that is to say the respect of no principle or of a single principle.

The data collected through the interview was transcribed to constitute "verbatim". These verbatim were the subject of a thematic sorting in relation to the objectives of the research. As for the documentary analysis, it consisted in analyzing the documents and texts founding the formal action of each sports federation.

5. Presentation of results:

In this part, the values of the principles are presented first, then a radar chart of the respect of all ten federations and finally the typology of federations according to the three governance profiles.

Table II : Governance profile on transparency for all 10 sports federations

	Transparency	Average	Standard deviation
1	The development and execution of activity programs	2,12	1,00
2	Publication of the activity report	2,11	1,01
3	Publication of the financial report	2,04	1,06
4	The holding of statutory meetings (General Assembly and Management Board)	2,56	1,00
5	Publication of the agenda of statutory meetings (General Assembly and Management Board)	2,57	0,95
6	Publication of the minutes of statutory meetings	2,49	1,03
7	Definition and execution of the strategic plan	2,14	1,02
8	Respect of statutes and internal regulations	2,12	1,02
9	Organizational chart configuration	2,18	0,97
10	Management of internal crises	2,05	1,02
11	Functioning of internal committees	2,16	1,03
12	Functioning of a crisis unit	2,06	1,06
13	Human resources management	2,26	1,02
14	Management of financial and material resources	2,12	1,05
	Overall average	2,21	

Source: field data collection in 2020

It emerges from Table 2 above that sports federations do not cultivate transparency (2.21) in governance practices.

Table III : Governance profile on the responsibility of all 10 sports federations

	Responsibility	Average	Standard deviation
1	Social development policy	2,38	1,06
2	Environmental development policy	2,21	1,03
3	Sports development policy	2,56	1,01
4	Disciplinary procedures in its statutes	2,47	0,98
5	Internal appeal procedures in its statutes	2,27	1,01
6	Disciplinary sanctioning bodies	2,57	1,07
	Overall average	2,37	

Source: collection of field data in 2021

Table 3 indicates that the governance of Burkinabè sports federations suffers from a lack of responsibilities (2.37).

Table IV : Governance profile on democracy for all 10 sports federations

	Democracy	Average	Standard deviation
1	The non-limitation of the number of mandates for the post of federal member	2,15	1,11
2	Non-age restriction for federal member positions	2,14	1,10

3	The representation of women in the executive board	2,25	1,10
4	Representation of athletes in the executive body	2,41	1,09
5	The application evaluation plan	2,30	1,09
6	The distribution of power within your sports federation	2,47	1,09
7	Powers of the President	2,57	1,06
8	Relations between the federation and other stakeholders (club, district, league etc.)	2,46	1,10
Overall average		2,33	

Source: field data collection in 2020

The table above shows that the Burkinabè sports federations lack governance in terms of democracy (2.33) at the level of almost all of the sub-indicators.

Table V: Governance profile on the efficiency of all 10 sports federations

	Efficiency	Average	Standard deviation
1	Your president's profile	2,70	0,86
2	The profile of your general secretary	2,68	0,85
3	The level of training of your president and your SG	2,69	0,87
4	The sporting level or knowledge of the discipline of your president and your SG	3,15	0,91
5	The capacity of federal members in the management of a sports structure	2,89	0,94
6	The experience of federal members in the management of a sports structure	2,66	0,87
7	The percentage of the president's working time within the federation	2,38	1,00
8	The development plan	2,23	1,11
Overall average		2,734	

Source: collection of field data in 2021

Table VI : shows that within Burkinabè sports federations studied, management lacks efficiency

	Effectiveness	Average	Standard deviation
1	Organizational configuration Bureau-AG-Management Consulting	2,4	1,01
2	The staff of the executive office of your sports federation	2,42	1,01
3	Your president's tasks and schedules	2,45	0,97
4	The tasks and timetables of your general secretary	2,43	1,00
5	The number of completed projects of your sports federation	2,40	0,98
6	The quality of the sponsors of your sports federation	2,20	1,02
7	The number of major sponsors of your sports federation	2,16	1,01
8	The existence of permanent employees (Management-marketing)	2,13	1,04
9	The number of stakeholders (clubs, district, league etc.)	2,39	1,05
10	The number of committees of your sports federation	2,61	1,00
11	The percentage of annual sums paid to clubs, districts, leagues, etc.	1,99	0,97
Overall average		2,36	

Table VII : Summary of the scores obtained by the FSBs concerning the principles of good governance

	Federations	Transparency	Responsibility	Democracy	Efficiency	Effectivness
1	FBF	2,4	2,71	2,88	2,81	2,50
2	FBVB	2,74	2,25	2,68	2,53	2,21
3	FBHB	2,86	2,71	2,25	2,58	2,21
4	FBBB	2,52	2,01	2,08	2,72	2,03
5	FBA	2,41	2,57	2,59	2,62	2,52
6	FBC	2,7	2,47	2,32	2,75	2,88
7	FBNS	2,06	1,97	2,03	2,77	1,99
8	FBB	2,37	2,37	2,24	2,72	2,18
9	FBK	2,66	2,45	2,26	2,96	2,32
10	FBL	2,43	2,25	2,02	2,9	2,29
	Average	2,21	2,37	2,33	2,73	2,36

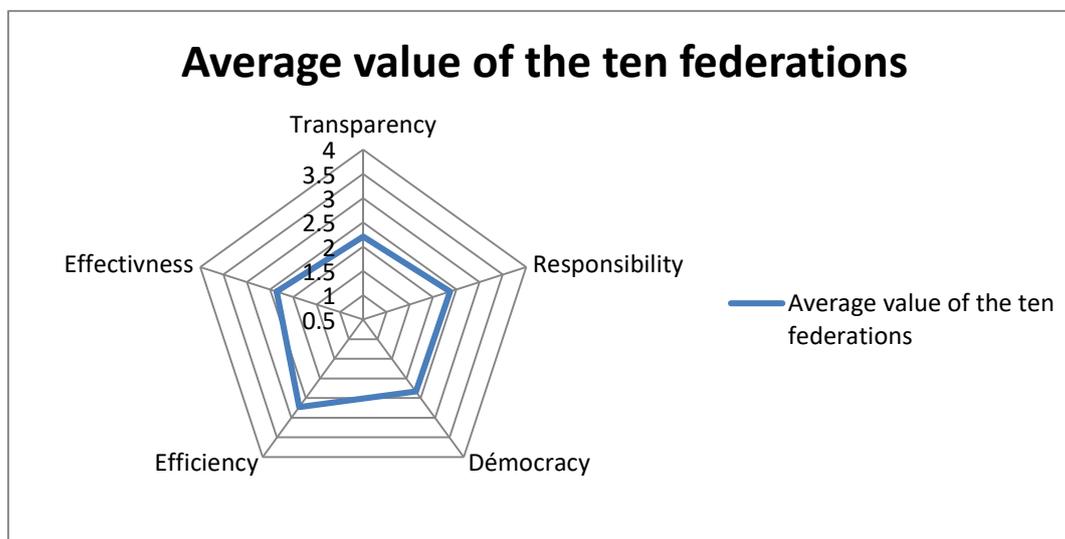


Figure 1: Average value of respect for the principles of good governance of the ten sports federations
 Source: collection of field data in 2020

According to Table 7 and Figure No1, we see that the Burkinabè sports federations only respect the principles of governance at the level of efficiency (2.73). Accountability (2.37), democracy (2.33), efficiency (2.36) and transparency (2.51) are below average.

Table VIII : Typology of federations according to the three governance profiles

<ul style="list-style-type: none"> "good governance" profile, i.e. respect between four and five principles: FBF, FBA 	<ul style="list-style-type: none"> profile: "governance weakness" that is to say respect between two and three principles out of the five: FBVB, FBHB, FBC 	<ul style="list-style-type: none"> profile: "bad governance" that is to say the respect of no principle or only one principle: FBBB, FBB, FBK, FBL, FBNS
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Source: field data collection in 2020

The table above shows that two sports federations (FBF, FBA) are housed in the "good governance profile", three in the "weak governance" category (FBVB, FBHB, FBC) and five (FBBB, FBB, FBK, FBL, FBNS) in the "bad governance" batch.

6. Discussion of the results:

The main results of this research show that sports federations experience below-average transparency and a lack of clarity in the distribution of responsibilities and democracy, insufficient efficiency and effectiveness in governance practices. .

6.1 Poor transparency in the management of sports federations

From the results of this study, sports federations do not have a culture of transparency (2.21) in governance practices. This lack of transparency is characterized by communication problems. Indeed, the absence of standardized communication procedures between the different actors within the members of the Burkinabè sports federations or between the summit and the decentralized bodies favors the inclinations of solitary management and ensures that the amputation of acts from their perpetrators becomes impossible because of the difficulty in identifying them. It also results in opacity in the procedures for allocating resources, reporting and decision-making. These results are similar to that of Mrkonjic (2015) and relating to European sports federations. Based on a content analysis and a series of structured interviews, the results show an encouraging picture of European sports federations, especially in terms of formalizing democratic procedures and publishing biographical information. However, this image tends to darken when the indicators measure budgetary and accounting transparency, the implementation of an environmental development policy (Mrkonjic, 2015).

With regard to crisis management systems, the study reveals that only the Burkinabé Football Federation has an internal structure relating to it. This explains the resurgence of internal crisis or with stakeholders (leagues, districts etc.). Even if conflicts are no less a reality in the associative world, it is important to be able to identify them, in order to be able to prevent them. Conflicts can in the end cause dissatisfaction among stakeholders and lead to a decrease in motivation and even disengagement of volunteers. Regarding human resources, we noted in the most structured Burkinabè sports federations, a lack of understanding between volunteers and professionals given their differences in ways of thinking, objectives, motivations and ways of working. In addition, in the majority of cases, the federation comes down to the president, the general secretary, the treasurer and to a lesser extent the National Technical Director. The other personnel, in particular the specialists, are personae non-grata. In short, there is an absence of human resources management policy, while the main resources of organizations are no longer only raw materials or finished products or technology, but are now human resources, the gray matter. Like human resources management, the financial side is not as good. Good financial management is characterized by the existence of an accounting plan and provisional budget, with regular monitoring of the latter. However, in the case of Burkinabè sports federations, the poor circulation of financial information and the poor coordination between actors with treasurers who are not always informed of expenditure characterize financial management. The current leaders of the federations have inherited these opaque practices, set up as a management system, for several decades and continue to perpetuate.

6.2 Lack of clarity in the distribution of responsibilities

6.2.1 A social, environmental and sports development policy at the embryonic stage

Social, environmental and sports development policy are components of the responsibility dimension. The analysis shows that almost all do not have a formal policy in this regard. At the sporting level, the results also confirm those of Bouchet and Kaach, (2004) carried out in French-speaking African countries where it appears that in most of these States sport is developing without any guideline with, on the one hand, tasks various actors rarely defined and, on the other hand, leaders oriented towards operational rather than strategic missions, that is to say designing a federal development policy.

6.2.2 Disciplinary procedures and internal remedies absent or often not applied

The best way that members can hold their sports organization accountable is through the executive body and the statutes that govern the structure. In the Burkinabè context, only a few federations have specific and general regulations in which mechanisms are implemented to allow appeals or appeals? These few mechanisms are also often non-operational, because the bodies which must govern them have not been set up. However, since the power to act and make decisions depends on the constitution and statutes, it is in the best interest of every organization to have sound policies relating to areas of governance that are often the most contentious. These procedures may include access to internal, external and or arbitration appeals. In this sense and for Lam (2014), sports organizations and governing bodies at local, national and international levels have roles and responsibilities similar to those of boards of directors, governments or the judiciary.

6.3-Democracy in the image of the national context

6.3.1 Mandates and age: the need for limitation to meet international standards

Of the federations involved in the investigation, only the football federation limits the number of terms and the age for access to the executive office. The others have remained on the sidelines of this development dictated by their

international bodies. However, those interviewed do not subscribe to this dynamic and want reforms in this area. The question therefore arises of regeneration and rejuvenation of the executive offices of these structures. These results are contrary to those of Mrkonjic (2015) on a study carried out on European sports federations. The results of the study reveal that 26 European sports federations limit the terms of the members of the executive board. In terms of the content of the limit, the analysis highlights differences over the duration, the members concerned as well as the opportunities for renewal. All in all, the objective pursued is to allow the emergence of new ideas brought by new leaders and to instill a certain dynamism in the internal functioning of the federations, which makes it necessary that the mandates be regularly called into play and that their exercise be whole.

6.3.2 Representation of actors within executive boards: underrepresented women and absent athletes

The feminization of the executive offices of the Burkinabé sports federations continues to come up against the reluctance of sports players to position women on the lists despite the laws on parity and quotas. Directive No. 20-001 / MSL / SG / DGS / DFR on the modalities for the renewal of the executive offices of the governing structures of competitive sport stipulates that the composition of the executive boards of any governing structure of competitive sport must include at least 30% of women. Caprais (2020) and Adriaanse (2016) also found the same results. Caprais (2020) carried out a study on the place and role of women in the governance of French sports federations. The results show that many federations deploy resistance and / or bypass strategies in order to escape the quota. Overall, women run less than men do on the board of directors, but the lack of nominations only rarely explains the failure to comply with the provisions of the law. The study by Adriaanse (2016) carried out in 2015 of 45 states shows that the average representation of women in sports bodies is 19.7%. On the issue of Olympic federations, the situation is similar. She concludes that the presence, or rather the lack of presence of women in the governance of sport therefore still remained a global problem borrowing from principles of corporate governance.

Our study also reveals a total absence of athletes in executive offices as well as in commissions, while certain structures (athletics, volleyball and cycling) have experienced a stir in recent years with this category of actors following decisions that directly concern them or indirectly. The Burkinabè context seems contrary to the international one and confirmed by the study of Thibault et al (2010). The study showed that in 2010 out of 33 Olympic federations 24 had Athletes' Commissions (73%).

Ten years later, all 37 Olympic federations have such structures. This situation is due to the desire of the International Olympic Committee to strengthen the place of athletes within its organization. In this period of Olympism crisis, opening the door to the main players in sport seems a wise calculation in order to initiate a transition towards more collegial governance.

6.3.3 A partisan electoral system, poor relations with other stakeholders

Our study indicates that not all of the respondents agree with the management of candidacies or even the electoral process within sports structures. Indeed, it emerges that of the ten structures studied, the evaluation of candidates during elections, the independence or the credibility of the commission responsible for its management are called into question. Only the Burkinabè football federation has an autonomous body responsible for organizing the elections. In other structures, this prerogative is the responsibility of the general secretariat, a member of the executive board. For Aucoin and Heintzman (2000), the process of selecting or appointing members to executive bodies of organizations must be clearly defined and transparent. If it is not organized according to democratic processes, it will lead to corruption, concentration of power and lack of accountability and efficiency.

Regarding the relations between the federations and the other stakeholders (club, district, league), they are not always good, therefore marked by conflicts or tensions while the federations must protect the interest of its branches which are also the the only ones empowered to have executive power at the regional or provincial level. Studies like that of Lefebvre et al (2020) have shown that this collaboration is a necessity for the achievement of the objectives of the federation because reciprocity as well as the trust between the federations and the clubs are crucial factors of the perceived effectiveness of this collaboration in achieving organizational goals and encourage federations and clubs to rethink their collaborative process.

6.4 A much appreciated efficiency

Since efficiency is linked to the knowledge and skills of the players, it appears that the profile of sports officials, especially that of the presidents and general secretaries covered by this study, is good. These actors are generally former athletes or those who have already led either a club, a district or a league. In addition, there are more and more PSE teachers in sports structures after the lifting of the ban that prevailed during the 2008-2012 Olympiad. Former athletes have also been given positions in several structures outside of the management, which is their base. They are often well organized in certain structures to defend their cause and facilitate their reintegration. All of this data has helped to raise the level of actors on the technical and administrative levels and therefore improve governance in this area. In terms of experience, due to the unlimited number of terms, some leaders have gained experience over time. This situation has

allowed them to improve at this level. These results do not corroborate those of Bouche, Kaach (2004) who insist that the underdevelopment of the practice of sport is still penalized by the weakness of the supervision, which remains, with the scarcity of sports equipment, the black spot. French-speaking African sport. For them, managers, who are very few in number and most of whom have received basic technical training, often suffer from a lack of retraining and improvement, especially since the sciences and techniques of physical activities and sports evolve very rapidly. This lack of qualifications is in fact due to a lack of university institutes or the very low number of high-level management training centers. In this, same dynamic Crozier and Friedberg (1977) emphasize that the rationalization of organizations improves their performance. In French-speaking Africa, one of the necessary but not sufficient conditions for the development of sport is linked to better rationalization of the organizations responsible for their management.

6.5 The question of efficiency in the governance practices of sports federations

6.5.1 The executive office configuration and its workforce: an outdated model

From the results of the study, we note an average satisfaction of respondents with the configuration of the organization of sports federations in the form: Executive Board, General Assembly and Management Board. They have for a long time developed empirically without a regular analysis of their structure with regard to the needs of their members and the evolution of sport. This result in structural inconsistencies with too vertical organization charts which means that intermediary bodies with unclear and often undefined roles often interfere with the transmission of information. In addition, they reveal that the majority of the membership is bloated with federations, which have between 15 to 20 members. These results are contrary to those of Bayle and Robinson (2007) in the governance reforms of sports organizations in the Anglo-Saxon world. For these authors, priority should be given to small Boards of Directors of around ten people, removing the notion of office and positions such as: treasurer, vice-president secretary general and reaching out to professionals.

6.5.2 Almost voluntary staff in the era of professionalism

All of the Burkinabè sports federations have headquarters. However, few have permanent staff. They were built and organized around volunteering. The results of this study are contrary to those of Falcoz and Walter (2009), a study carried out on employment in associative and federal sport in France. The study shows that the French non-profit sector has now become an employment sector in its own right. The data show that the number of employer associations rose from 120,000 in 1990 to more than 172,000 in 2009. The number of jobs would be 1,045,800 employees today, which represents nearly 5% of the workforce the active population. The difference between the Burkinabè context and the French one relates to the professionalization process underway in France. Federal and associative hegemony is well over and the system of supply in sports and physical practices is now a market organized by increasing competition between the different supply structures (Augustin, 2003).

6.5.3 The so-called traditional mode of financing: an absence of sponsors

Analysis of federal budgets highlights the welfare state. The absence of a clearly defined policy for the search for alternative funding with a passive search for sponsorship or partnership is the source of the financial difficulties in which almost all Burkinabè sports federations find themselves. Zintz and Winand (2013) in the Belgian context show that while the majority of sports federations consider themselves to be in good financial health, they also indicate that they do not have the necessary expertise to attract private resources. Consequently, the majority of sports federations are rather financially dependent on the public authorities. This reality is all the more significant for Olympic sport federations. For Bouche and Kaach (2004), this dependence of the sports institution on the welfare state generates an absence of short, medium and long-term strategy in the federations and their decentralized bodies.

7. CONCLUSION:

The article set out to analyze the governance of sports federations. Specifically, it is about building a typology of the governance of sports federations in Burkina Faso through its dimensions of transparency, accountability, democracy, effectiveness and efficiency.

Our results show that in all ten sports federations studied governance is weak in most principles. Indeed, sports federations do not cultivate transparency (2.21) in governance practices. It suffers from a lack of clarity in the distribution of responsibilities (2.37), a lack of governance in terms of democracy (2.33) and efficiency (2.36). Two sports structures including the Burkinabè Football Federation and the Burkinabè Athletics Federation are housed in the good governance profile. Three in the weak governance category, namely the Burkinabè Volleyball Federation and the Burkinabè Handball Federation and the Burkinabè Cycling Federation. The other five which are the Burkinabè Basketball Federation, the Burkinabè Swimming Federation, the Burkinabè Boxing Federation, the Burkinabè Wrestling Federation and the Burkinabè Karate-Do Federation belong to the lot of "bad governance".

This research made it possible to highlight the formal and informal aspects of the governance of sports federations in Burkina Faso. It will allow leaders (sportsmen and politicians) to favor certain axes in the management

of sports structures in order to endow Burkinabè sport with a solid base in order to promote a more harmonious and lasting development of national sport.

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