

Governance And Performance Of Sports Federations In Burkina-Faso

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ABSTRACT

The general objective of this research is to study the correlation between the governance and the performance of sports federations in the context of Burkina Faso. To analyze these results, the performance analysis model of B nito Castejon Paz (1973) was used. The data was collected using a quantitative methodological approach from elected leaders such as presidents, general secretaries, employees, administrative and sports directors of ten sports federations. The results highlight the existence of a correlation between governance and the level of performance. In addition to encouraging decision-makers and sports leaders in Burkina Faso to make decisions based on evidence to improve the governance of sports organizations, this research contributes to the deepening of scientific debates on the management of these federative structures.

Keywords: Governance, Performance, Sports federation, Sport

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I. INTRODUCTION

Born from the needs of industrialized societies in the 19th century, sport developed in the countries of the North and then experienced a phase of expansion in the rest of the world (Deville-Danthu, 1997). As for French-speaking black Africa, this expansion is the work of missionaries, traders and the military. Subsequently, the African elites who benefited from prolonged stays in France for various reasons (training, war, etc.) contributed to the reinforcement of this expansion (Gouda, 1997). After colonization, in each country, sports institutions were gradually set up with very centralized public management and depending mainly on the supervision of the Ministries in charge of Sports and the National Olympic Committees. "These entities manage sport in a very bureaucratic and legalistic way and make the federal structure the basis of the organizational system in order to bring out a few champions on the international level" (Bouchet and Kaach, 2004. p. 7).

In this perspective, the construction of sports facilities, the structuring of sports organizations and human resources take on a noble importance in the development of sport (Akouete, 2012). Sport has therefore developed, professionalized and democratized at the same time, and this has led sports organizations to modify their management to meet new societal expectations (Fontanel, 2007). They must also embody good governance to preserve the ethics of sport and to ensure that they live up to their responsibilities. This governance is reflected in the emergence of new essential questions regarding the quality of leaders, the separation of powers between politics and management, the control of leaders, the composition and operation of executive offices, the relationship between directors (elected officials) and managers, the ability and willingness to steer the performance of these organizations (Bayle, 2010).

For Mrkonjic (2015) it can be said that at the twilight of the 20th century, new social phenomena, such as the recognition of the social function of sport and the corruption scandals within the governing bodies of international sport gave rise to a new framework for reading sports organizations and that the sports model with an autarkic and self-regulated dimension has given way to a reading in terms of governance, more guided by the analysis of the plural interrelations between these sports organizations and their environment.

In Burkina Faso, according to the PNSL (2017), Despite satisfactory structuring, difficulties persist in the management of sports organizations. Among these difficulties is poor governance. In such a context, the question therefore arises of the governance of these structures in relation to their performance in the era of the professionalization of sport in the world in general and in Burkina Faso in particular.

The article consists of three parts. The first part summarizes the conceptual framework and the methodology. The second presents the results of the study. The third and fourth parts deal with the results and the discussion.

II. Theoretical Framework and Methodology

Issue

In the 19th century, physical games went from ritual to record. An organizational model is put in place, based on regulated competition, made up of clubs, national and international federations defining and controlling the rules. It was during this century that the number of sports increased. A close relationship seems to exist between the increase in leisure time and the development of sports (Massicotte and Lessard, 1984). The sports movement was then structured and there was established in each discipline a universality of rules managed by institutions which nowadays tend towards professionalization with the added bonus of performance.

This professionalization of structures requires a reorganization of associations, on a model similar to that of the company. In this sense, it is understood as a process of rationalization of associative sports activities, that is to say the way in which collective actions are structured with a view to the production of sports activities (Chantelat, et al. 2001). This process includes the rationalization of training techniques, the transformation of a "free" activity into a paid activity, the institutional structuring of a profession and finally the rationalization of organizational functioning.

The introduction of modern sport in French-speaking Africa began with the Maghreb countries, particularly in Algeria, with the creation of the first gymnastics association by and for the French Army (Bouchet, Kaach, 2004). In this part of the continent, from the colonial period to the present day, the organization of sport has been set up discontinuously. France, through its colonizing action, tried to bring its culture to its colonies in all areas, including that of sport (Charitas 2009).

Thus, most of the French-speaking countries of West Africa adopted in the first years of independence (1960-1970), a sports policy marked by the race for international titles. Various authors have shown the insufficiency of the results obtained, explaining it either by economic causes (Novikov and Maximenko, 1972; Gelès et al., 1994), or by the responsibility of the State which, in these countries, is arrogated by binding legislation without putting in place a coherent policy of financing, supervision and creation of infrastructures (Gouda, 1997; Kemo-Keimbou, 1999), or even by the inadequacy of the model of sports performance by relation to the political, cultural and socio-economic contexts of the countries (Chifflet and Gouda, 1991).

In Burkina Faso, one of the expected effects of the second national policy is the emergence of a sports and leisure service industry which contributes to the creation of wealth and the promotion of employment in sports. That is to say. professional and efficient structures.

However, research by Ilboudo et al., (2021) on ten sports federations indicates that governance is weak in the majority of these structures. Indeed, sports federations do not cultivate transparency in governance practices. They suffer from a lack of clarity in the distribution of responsibilities, a lack of governance in terms of democracy and efficiency. The study reveals that sports federations are divided into three governance profiles: the good governance profile, the weak governance profile and the bad governance profile.

As relevant as it is, this research could not address governance issues related to the performance of sports organizations. Based on the results of this study, our research aims to study the correlation between governance indices and performance indicators of Burkinabe sports federations.

III. Literature review

Governance

The World Bank considers governance first as the exercise of political power in the management of a nation, then as the way in which power is exercised in the management of the economic and social resources of a country in the service of the development. The UNDP (1997) instead places governance in a logic of sustainable development, and insists on the role of governance in ensuring the rule of law and in establishing a consensual framework (Canet, 2004).

Despite its academic and empirical interest, the theme of the governance of non-profit organizations and associations has rarely been studied in French-speaking works (Arcioni, 2007). In the sports field, the notion of governance only became visible very recently. Only a few scientific productions emerged at the end of the 1990s (Bayle and Chantelat, 2008). A few factors explain the importance of this concept in the associative field in general and at the level of sports organizations in particular: the professionalization of sports organizations, the dysfunction and deficiencies of the authorities, the rise in claims from internal actors (Chantelat, et al. 2001).

Arcioni (2007) carried out a study on the governance of non-governmental organisations: the case of the International Sports Federations. The results of this research made it possible to establish typologies leading to four governance profiles of Olympic IFs: "good governance", "weak management", "weak management & regulation" and "weak governance". In his article entitled "The governance of federations of associations charged with a public service mission", Bayle (2010) focused mainly on the organizational governance of French sports federations. It appears from this work that despite the evolution of the legislative arsenal, difficulties are still present. We can note sometimes omnipotent presidents without the existence of a Board of Directors (CA) exercising real checks and balances, a lack of clarity in managerial delegation and conflicts between the top and

the base. To fill these gaps, the study supports the need for more professionalized organizational governance and reforms to the Anglo-Saxon model. Mrkonjic (2015) is interested in the governance of sport and more particularly in the governance of European sports federations. This study shows an encouraging image of European sports federations, particularly in terms of the formalization of democratic procedures and the publication of biographical information. However, this picture tends to darken when the indicators measure budgetary and accounting transparency, the imposition of term limits for board members.

Performance

Performance is a multidimensional concept combining action, its result and its success. It designates the result of the action. The notion of performance therefore refers to that of effectiveness and efficiency (Bourguignon, 1995). Cameron (1981) refers to four main approaches to identify organizational performance. First, the goal-based approach, characterized by the identification of objectives to measure organizational performance. Then, the resource systems approach which establishes a clear connection between the resources and the results of an organization. Then the internal process approach which takes into account the operating dynamic between employees as an important criterion of this performance. Finally, the approach by strategic constituents which emphasizes the different interests of the key stakeholders of organizations.

Although many studies have focused on analyzing the factors of business performance, few of them have investigated the field of non-profit organizations and even less of sports organizations (Winand, 2009). This is explained by the difficulty in understanding how the organizational aspects of sports federations act and interact to produce performance (Bayle and Robinson, 2007). In the sporting world, the word "performance" is inevitably associated with the sporting performance of an athlete. Victories and medals are all indicators for forming an opinion (Winand, 2009). Referring to the definitions of Bayle (2000) and Mandela et al. (2005), the overall performance of the sports organization is broken down into six dimensions:

- sports performance: Sports performance comes down to sports results on the one hand and on the other hand to the number of practitioners affiliated to the sports organization. It can also be reflected in the world ranking, the progression of athletes or the performances achieved during the various sports competitions (Winand et al., 2010);
- social performance: It aims to take into account the "social responsibility of the organization" vis-à-vis the stakeholders;
- organizational performance: Organizational performance is defined as the organizational response capacity of the sports organization (Winand, 2009);
- financial performance: Financial performance includes all the resources necessary for sporting/statutory success and financial independence;
- promotional performance: Promotional performance is the media impact, the media image of the sports organization on all stakeholders. It is measured through two axes: market-oriented marketing and stakeholder-oriented marketing;
- internal social performance: Internal social performance here includes the social climate, the degree of involvement and well-being of the stakeholders of the sports organization.

For B nito Castejon Paz (1973), sports performance highlights four basic fundamental concepts that should be inherent in any context of appropriate sports development, despite the infinite diversity that characterizes real sports situations. These are: the sporting level, the sporting situation, the conditioning framework and development factors. Papadimitriou and Taylor (2000) evaluated the organizational performance of Greek national sports federations by examining the relevance of the multiple strategic constituent's approach. They interviewed six groups of major constituents of Greek sports federations about the factors influencing the perception of the organizational performance of these sports federations. They were able to identify five factors, which are determinants of performance, in other words, means of achieving performance, namely the caliber of the board of directors, interest in athletes, internal procedures, long-term planning and sports science support. It is the capacity of sports federations to ensure a sports science approach in the technical field of their activity.

Governance and performance

The literature abounds with works that have tried to test the effect of governance on performance and most of these studies have shown that governance has a significant effect on company performance for different contexts and performance indicators. performance.

Meier (2009) conducted a synthetic study of 36 academic studies on the impact of environmental, social and governance (ESG) factors on performance. The work reveals that twenty (20) studies show a positive link between ESG factors and the performance of the firm while three (03) studies indicate a negative link. For this author, there is a significant positive correlation between governance and performance according to the results of research that has examined only governance factors. Ngok Evina (2010) tried to remove this ambiguity by showing that in Cameroon the corporate governance system significantly influences the performance of the company. The

existence of an audit committee or a remuneration committee within the company significantly influences the performance of the latter

In the sports field and more particularly in European football (Acero et al. (2017) identified an “inverted U-shaped” relationship between the concentration of ownership (one of the principles of governance) and performance in a sample of ninety-four (94) football clubs participating in the five (05) main European national competitions. In view of the conclusions of these various authors, it should be noted that the culture of performance in organizations and those known as sports, takes place in a particular context with specific actors who are obliged to rely on appropriate governance.

Studies such as that of Kiel & Nicholson (2003), as well as Cheng (2008) have however revealed the non-correlation between governance and corporate performance.

Analysis model

With regard to the data of the literature, on the one hand and the objectives on the other hand, the results of this study are analyzed based on the model of analysis of the sports performance of Castejon Paz (1973). This author highlights four fundamental concepts. It's about :

The sports level (NS)

The sporting level refers to elements such as the number of practitioners and the actual elite. Indeed, the designation of the practitioner necessarily implies the determination of the activities and also the level of practice to be taken into account. As part of this study, it will be a question of evaluating the practitioners by category and by sex, the structuring of the practice through the existence of leagues, districts and functional clubs, the dynamism of the governing structures through the activities carried out by the sports federation including the organization of the national championship, cups, participation in sub-regional, regional, continental and world competitions.

The sports situation (SS)

For Castejon (1973), it is equivalent, on the one hand to the resultant of the given sporting level and on the other hand to the basis on which the policy should be based to improve the sporting level by implementing development factors at through two aspects:

In connection with our study, this aspect of the analysis concerns on the one hand the administrative and technical staff, that is to say the number, the quality and the status of the administrative and technical executives who are: the coaches, the doctors, physiotherapists, physical trainers, referees and permanent staff; and on the other hand the administrative and technical equipment and infrastructure such as technical centres, clubhouses, training and competition infrastructure and functional means of transport, etc.

The conditioning framework (CC)

It essentially brings together socio-economic, institutional and organizational conditions, i.e. all non-sporting realities. For a structure such as a sports federation, these are aspects such as the federation's annual budget, the federation's own annual financial mobilization capacity, the annual subsidies from the African confederation, the international federation and the Ministry in charge of sports. The adequacy of the legal framework is also mentioned.

Development Factors (DF)

Indeed, Gouda (1986) designates by the term “development factors” all the elements making it possible to develop and also improve the existing sporting level when they are combined in a program, the various elements of the sporting situation. For this study, it will be a question, on this point, of the annual programs of activities, the sports policies developed by each structure and its adequacy with the national reference.

Methodological approach

Nature, area and sample of the research

The research approach is quantitative. Currently 33 in Burkina Faso, not all sports federations were taken into account in the study. However, we have made a choice on those which are concerned by the study. The choice of these sports federations is based on criteria of notoriety and establishment of the discipline at the national level on the one hand, and those having experienced instabilities over the last ten years on the other hand. We also made a multidisciplinary choice to ensure better representativeness of sports federations in the study. After analysis, the sample thus includes ten sports federations organized as follows:

Team sports: the Burkinabe Basketball Federation (FBBB), the Burkinabe Football Federation (FBF), the Burkinabe Handball Federation (FBHB) and the Burkinabe Volleyball Federation (FBVB);

Individual sports: the Burkinabè Federation of Athletics (FBA), the Burkinabè Federation of Cycling (FBC) and the Burkinabè Federation of Swimming and Rescue (FBN);

Combat sports: the Burkinabè Federation of Boxing (FBB), the Burkinabè Federation of Karate Do (FBK) and the Burkinabè Federation of Wrestling (FBL).

Data collection technique and tools

The data for the study was collected on the basis of a survey questionnaire sent to the elected leaders (presidents, general secretaries, employees, administrative and sports directors) of the federations concerned. Also, this instrument was pre-tested with a small number of the study population.

This preliminary measure allowed us to identify shortcomings that were taken into account in the development of the final tools.

Procedure for the collection, processing and use of data

Data collection was carried out from December 15th, 2020 to February 15th, 2021. The answers to the questionnaire were also codified according to a grid and measurement criteria were set. They made it possible to make the variables of the study operational. For the composite indicators, performance intervals have been retained.

For the final evaluation, three levels have been defined:

- the level is low, if the score obtained is less than or equal to 1;
- the level is average, if the score found is between]1-2];
- the level is good, if the determined score is between]2 -3].

IV. RESULTS

The level of development and professionalization of sports federations

The Burkinabè Football Federation (FBF)

Founded in 1960, the FBF is the one that attracts attention in terms of the number of high-level practitioners with 5,720 members, but also has significant territorial coverage of 14 districts and 13 leagues respectively in 45 provinces and 13 regions. The national championship is organized regularly in all categories and in both sexes. In terms of regulation and then development, the FBF has a strategic plan, an ethics charter, a commission for evaluating applications, a federal development policy and an action plan. In terms of financial resources, it is the one that best mobilizes with an overall annual budget estimated at three billion seventy-nine million five hundred and ninety-six thousand (3,079,596,000) FCFA and an annual mobilization capacity of two hundred and ninety-four million one hundred and forty-three thousand (294,143,000) FCFA. This federation has a headquarters and a functional bus as well as a reception center (COMET) In terms of sporting results at continental and international levels, she has had success with a silver medal at the UFOA U20 tournament in 2021, a gold medal at the African Games in 2020 (Stallion Juniors) and the bronze medal at the of the CAN 2017 with the Stallions A.

The Burkinabe Volleyball Federation (FBVB)

The second sports federation studied is that of volleyball, created in 1947. In terms of regulation, it has statutes and internal regulations plus a code of ethics. However, it does not have a federal development policy like football. The overall annual budget is on average twenty-eight million seven hundred thousand (28,700,000) FCFA with a financial mobilization capacity of ten million (10,000,000) FCFA per year. In terms of sports performance, we can remember the silver medals obtained during the senior zone 3 nations cup (CAVB) for women and men. At the national level, the competition organized regularly is the senior, junior, cadet men's and women's national championships. The Burkinabè Volleyball Federation has 44 clubs, 2 districts and 5 leagues. Over the past four years, she has participated in many competitions with average results (mostly sub-regional). In terms of human resources, the FBVB has technical supervisors (referees and coaches). In terms of infrastructure, the FBVB has a semi-covered, lit area. As means of transport, she has a functional bus. The FBVB does not have permanent staff.

The Burkinabe Handball Federation (FBHB)

The FBHB was created in 1962. In terms of regulation, it has a code of ethics. However, it does not have a federal development policy like football. The overall annual budget is, on average, forty-three million six hundred and twenty-five thousand four hundred and seventy-three (43,625,473) FCFA. The annual grant from the MSAJE is thirty-nine million (39,000,000) FCFA (MSL, 2021). The FBHB is one of the most important sports federations in Burkina, by its number of licensees estimated at 940, distributed in forty-seven (47) clubs, six (06) districts and in three (03) leagues. In the past four years, she has also participated in several international and continental competitions but has not won a medal. These are competitions such as the African Games in 2019, the African Club Winners Championship in 2016, with results of 6th/9 (Men) and 8th/10 (Lady), the CAN cadet and

junior in 2017, the Junior World Cup. The national championship is regularly organized in all categories for men and women.

The Burkinabe Basketball Federation (FBBB)

In Burkina Faso, basketball was introduced in 1950 by the action of the French military. He arrived in Ouagadougou through the Lycée Philipe Zinda Kaboré (Ouédraogo, 2009). The federation was founded in the 1960s. With a single division, it has 19 affiliated clubs with 600 licensees, a league and a district. At the competition level, this structure was conspicuous by its absence at the sub-regional, continental and global level. Locally, it regularly organizes the championship in the U15, U17, U20 and senior categories for men and women. The annual budget of this structure is estimated at twenty-seven million four hundred and forty-four thousand two hundred and twenty-eight (27,444,228) FCFA. It benefits from the annual support of the Ministry in charge of sports to the tune of fifteen million (15,000,000) FCFA (MSL, 2021).

The Burkinabè Federation of Athletics (FBA)

The FBA is one of the oldest structures in the sports world. The supreme authority is the general assembly which meets every two years in ordinary session. In terms of regulation, it has a code of ethics, a statute and internal regulations. However, it does not have a federal development policy. In terms of territorial coverage, it has 61 clubs with 8779 licensees spread over 4 districts and 5 leagues. This structure has participated in all major competitions on the African and international levels with good results, in this case the first Burkinabè Olympic medal (bronze medal in the triple jump at the 2021 Olympics). In terms of financial resources, it is one of the solid structures in this area with an annual budget of sixty-two million two hundred and seventy thousand ninety-four (62,270,094) FCFA;

The Burkinabe Cycling Federation (FBC)

Cycling, still called a little queen, is one of the popular disciplines due to the fact that Burkina Faso is a cycling country and also by the audience of the International Cycling Tour of Faso. The FBC has 436 licensees divided between 69 clubs (1st division and 2nd division). These clubs come from five (05) districts and seven (07) leagues. In terms of competitions, it has participated in the majority of races at African level and is also the organizer of the Tour du Faso, a competition registered at UCI level II. The sports results are very satisfactory. We can mention the bronze medal in men's and women's with Paul DAUMONT and Awa BAMOGO at the African championship in Ethiopia in 2019. At the local level, it organizes the national championship "A" and "B" with that of the small categories. In terms of regulation and development, the FBC has a strategic plan and an ethical charter. However, it does not have a candidate evaluation commission and a federal development policy. With an annual budget estimated at one hundred and eighty-four million (184,000,000) FCFA, it has its own mobilization capacity estimated at sixty million (60,000,000) FCFA.

The Burkinabe Swimming Federation (FBN)

The first swimming and lifesaving sports association called Amicale Burkinabè de Natation (ABN) was created in 1996 and then the Burkinabè Federation of Swimming and Rescue (FBN) was born on January 11, 2001. Nowadays, it has 12 clubs from 3 districts and 2 leagues. She has participated in very few competitions (02 competitions) over the past four years with unsatisfactory sporting results. These are the CANA championship in 2018 and the young zone II championship in 2017. This structure suffers in human resources (coach, referee and permanent staff, etc.). In terms of the budget, it is not as highly rated, i.e. twenty-eight million (28,000,000) FCFA with an annual capacity for financial mobilization of five million (5,000,000) FCFA.

The Burkinabè Boxing Federation (FBB)

The noble art has been the pride of Burkina Faso through professional boxing with boxers such as Nabaloum Dramane dit Boum Boum, Kaboré Irissa dit le Kaïd, Kaboré Boniface dit le python and Kaboré Alexis dit yoyo, Sou Toké Patrice, etc., with continental and world titles. The FBB currently covers the areas of educational boxing, amateur boxing, professional boxing and women's boxing. In terms of regulation, it has a statute, internal regulations and a code of ethics. However, it does not have a federal development policy. The Burkinabè Boxing Federation has a single division of 46 clubs with 182 licensees divided into five (05) districts and one (01) league. It seems to be the least representative on the national territory. This structure has no permanent staff. She was also conspicuous by her absence from continental and international competitions apart from her participation in the Olympic qualifying tournament in 2020 and the OLAO championship in 2019 without winning a medal.

The Burkinabè Federation of Karate-Do (FBK)

The Burkinabè Federation of Karate-Do is the sports structure that has experienced several crises during the last decade. It has more than 8779 licensees from 105 clubs across the national territory. It has 8 districts and 5 leagues. She has participated in several competitions, mostly on the African level, over the past 4 years with average performances. In terms of the budget, there is an annual budget of the federation estimated at fifty-six million two hundred and eighty thousand (56,280,000) FCFA. The annual subsidy from the Ministry in charge of sports amounts to twenty-six million five hundred thousand (26,500,000) FCFA (MSL, 2020).

The Burkinabe Fighting Federation (FBL)

In Burkina Faso, the fight and especially the African one is characterized by a strong domination of some ethnic groups in particular the Gouroussi, the Samos and the Bobo who are the main animators. It is practiced in about ten provinces. It is also important to note that the majority of practitioners are poorly educated and come from rural areas (villages). Which makes some people say that it is the sport of the land. The Burkinabè Federation of Wrestling has a single division of 61 clubs with 8779 licensees distributed in 4 districts and 5 leagues. This structure has participated in all major competitions on the African and international level with mixed results. At the level of the federation's annual budget, the annual subsidy from the Ministry of Sports amounts to sixteen million five hundred thousand (16,500,000) FCFA (MSL, 2021).

Table 1: Summary of the level of performance of the ten (10) sports federations

N°	Structure	Performance level		
		Weak ≥ 1	Average] 1-2]	Good] 2-3]
1	Burkinabè Football Federation			★
2	Burkinabè Volleyball Federation		★	
3	Burkinabe Handball Federation		★	
4	Burkinabè Basketball Federation	★		
5	Burkinabè Federation of Athletics		★	
6	Burkina Faso Cycling Federation		★	
7	Burkinabe Swimming Federation	★		
8	Burkinabè Boxing Federation	★		
9	Burkinabè Federation of Karate		★	
10	Burkinabè Wrestling Federation	★		

With regard to Table No 1, we note that one sports federation (FBF) have a high level of development, five (FBVB, FBHB, FBK, FBA, FBC) have an average level and four (FBBB, FBN, FBB, FBL) have a low level.

Governance and performance

Table 2: Governance and level of performance of the ten sports federations

N°	Profil de Gouvernance	Performance level of the ten sports federations		
		Good	Average	Weak
1	Good governance	FBF	FBA	
2	Weak governance		FBC FBVB FBHB FBK	
3	Bad governance			FBBB FBB FBL FBN

Table 2 indicates that the best governed sports federations are the most successful

V. DISCUSSION

Performance

The results of the study show that the different federations studied do not have the same levels of performance. Also, specifically, the conditioning framework and development factors are the weakest aspects observed. For Castejon (1973), these two aspects make it possible to develop the elements of the sporting situation and also to improve the existing sporting level. In this sense, Gouda (1997) emphasizes that the conditioning framework includes very interesting elements and that the sporting situation is influenced by a series of extra-sporting realities. Indeed, the non-existence of elements such as federal development policies proves the non-

existence of a shared vision for the promotion of a sports discipline. This shows that these structures operate without a coherent policy, real and elaborated in project and program.

As for the sporting level and the sporting situation, they are moderately appreciable with an effort of the structures to cover the national territory, to organize the national championships, to train supervisors and to create sports infrastructures. For Coulibaly (2019), the choice of development focused on performance sport responds to a logic of conservation of the colonial heritage to the detriment of the local physical and cultural activities experienced by the Burkinabè. "Performance sport is a technical sport, scientific, economically solid and industrially resulting from an environment culturally different from ours. Hence the enormous difficulties of our countries in being able to design and develop it in the same way as the metropolis".

A performance correlated with the governance of Burkinabè sports federations

The results of the study also indicate a correlation between the level of governance and the level of performance. Indeed, the structures with high performance indices are those with good governance.

Some studies have also shown causal links between certain governance indicators and performance indicators. The same results were also found by Jha and Zhuang (2014), Gouda and Kpazaï (2012), Meisel and Ould (2007) on studies carried out at the state level and those of Bauer et al (2008), Gruszczynski (2005) and Black, Jang and Kim (2005) in the corporate world.

The study by Jha and Zhuang (2014) focused on the correlations between governance and economic performance according to certain development indicators in the Asian continent. The study comes to two main conclusions. The first is that there is a correlation, on a global scale, between the improvement of governance with regard to most indicators and the improvement of the results in terms of performance: lower prevalence of extreme poverty, indicator higher human development, reduced gender inequality, lower maternal and child mortality rate (children under 5), better access to sanitation, higher levels of education, better infrastructure and more reliable supply of electricity. However, the study reveals that not all aspects of governance are equally important at any given time. To achieve this, governance reform priorities must be set according to cultural and institutional realities, focusing on the obstacles that most impede growth and development.

Still, in the macroscopic sense, Gouda and Kpazaï (2012), based on models for analyzing sports results in relation to sports and socioeconomic parameters, have shown that the development of performance sport is necessarily based on a global development and harmonious, that is to say economic, scientific and technological development. The study reveals that non-sporting elements contribute to the development of sport, by providing the necessary material, financial and human bases. Even if the study focused on sport in Benin in general, it is the result of the structures at the base, that is to say the sports federations, the subject of our study. Also, beyond Benin, African countries in general are faced with problems of development of physical and sports activities. Despite the means implemented by governments to get them out of this delay since independence, the results seem to be long overdue. The cases of sport in Benin, Congo, Niger and Senegal (studied) show that there are many problems to be solved: relations between the State and sports organizations, financing, infrastructure and equipment, training of managers and definition of a coherent sports policy and management (Gouda, 2010). Prestige issues and the absence of a sufficient economic environment favor the maintenance of national sports systems that are not internationally competitive and the underdevelopment of many sectors of the sports market (Bouchet and Kaach, 2004).

Still at the state level, Meisel and Ould Aoudia (2007) carried out a study on good governance and development within the framework of the World Bank, based on 110 indicators from the database of institutional profiles in 85 countries. It emerges from this study that good governance is indeed correlated with development (GDP per capita), it does not have a direct relationship with the speed of development (medium-long term growth). To conclude, the authors propose a new approach to development aid: "governance for development". This approach covers both the focal monopoly of governance, the formalization of rules and the opening of the insider system. The authors recall the realization that the path to modernity is not so simple and that the transition from a poor country to a rich country involves radical changes, deep ruptures, which provoke strong resistance whose outcome is uncertain. It is therefore necessary to prefer a development approach bringing about institutional change in the service of growth and development to an approach based simply on good governance. Even if the study does not concern organizations and even less sports organizations such as sports federations, it provides interesting clues linking the factors studied in our research. In this sense too, Joumard (2009), in the concept of governance, identifies three dimensions that are associated with sustainable development: needs, consideration of the long term, and governance. For him, the best way to deal with environmental issues is to ensure the participation of all concerned citizens, at the appropriate level. States must facilitate and encourage public awareness and participation by making information available to the public, the participation of women, young people, indigenous or local communities, must also be particularly highlighted.

In the business world, several authors link performance to governance. Among these studies, we can cite that of Bauer et al (2008) which uses data provided by the Governance Metrics International (GMI). The Japanese

companies in the sample are classified according to six dimensions of governance. The authors analyzed the effect of the quality of governance on their performance. The use of the total index shows that companies with better governance perform better than others at a rate equal to 15% per year. Gruszczynski (2005) also tests this effect in the Polish context. Similarly, the results of his study show a significant association between the governance score used and the financial performance of Polish companies. Black, Jang and Kim (2005) themselves constructed a governance index for a sample of 515 Korean public companies. This effect of governance on performance comes from the fact that companies are increasingly under pressure from shareholders and market forces for a good system of corporate governance. Indeed, investors increasingly require companies to apply rigorous principles of governance in order to achieve better returns on their investments.

VI. CONCLUSION

Sport is no longer just a human activity. It is a social phenomenon that contributes to the achievement of strategic objectives of solidarity and prosperity of its practitioners by conveying the values of respect, tolerance, mutual understanding and education, in accordance with the principles of society. Also, it is a reflection of today's society where everyone wants everything and immediately (Quentin and Bastien, 2019). The large associative organizations in general, and sports organizations in particular, cannot therefore escape reflections and reforms which arise with regard to governance, because it is clear that they do not currently have adequate management tools.

In Burkina Faso, despite the efforts made and the progress made, sport is still marked by real constraints which have repercussions on the acquisition of quality sports and leisure infrastructures, accessible and ideally distributed over the national territory, on the adoption and conduct of a coherent program, training of executives and practitioners, on the provision of legislative and regulatory texts, framing the sector and securing actors and practices, on the emergence of high-level sport and talent detection (PNSL, 2020). The general objective of this research was to study the correlation between the governance and the performance of sports federations in the context of Burkina Faso. To analyze these results, the performance analysis model of B nito Castejon Paz (1973) was used. The results of the research reveal a correlation between governance and the level of development and professionalization. Sports structures with a good level of governance are those that perform best.

To conclude, future research efforts in this area would therefore be interesting to see which components of governance are the most decisive in the study of the link between it and performance.

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