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**CASE STUDIES OF TOGOLESE KARATE FEDERATION "FTK"
TOURNAMENTS: LESSONS FROM THE IMPACT AND
MANAGEMENT OF EVENTS IN SPORTS ASSOCIATIONS IN TOGO**

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SUMMARY

AMAVI Ayi Kokou: case studies of Togolese Karate Federation "FTK" tournaments: lessons from the impact and management of events in sports associations in Togo.

(Under the supervision of Jean-Loup Chappelet Emeritus Professor)

Sporting activities generally offer young people and older people in our countries an appropriate framework for exercising all kinds of physical and sporting activities to express their motor skills in order to keep fit.

The desire to keep fit is not only the reason why young people practice physical exercise, but also the desire to practice sport as a profession or to develop their skills in order to participate in competitions or tournaments organized by sports associations or federations. Thus, in terms of competition, some sportsmen and women compete in tournaments. These sports tournaments are organized by sports associations in Togo periodically according to a plan that gives them a certain image. The associations individually organize tournaments in their discipline according to a certain organization of their own. Thus, at the level of martial arts federations, the Togolese Karate Federation also organizes tournaments in the city of Lomé and in the interior of the country.

The aim of our project is to review some of the tournaments that the Togolese Karate Federation has already organized; especially the tournaments of July 2011, July 2014 and December 2017; to analyze how these tournaments were organized before, during and after the event with the aim of observing their real impact and to see how these events can be improved on certain aspects. Following this analysis, we will draw concrete conclusions.

This analysis, which will focus on three tournaments, will lead us to propose a guide for organizing sports events to the Togolese Karate Federation, which will also serve as a reference for other associations or sports federations that do not have a guide for organizing sports events. During our research, we were confronted with the reality that there were real organizational shortcomings in the setting up and realization of FTK tournament projects. This led us to make recommendations and to propose a guide for the organization and management of sports events.

Keywords: Karate tournaments, organization and management of sports events.

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DEDICATIONS

To my wife.....: Your pride is my greatest reward.

To my son.....: May this work be an example of abnegation.

To my mother.....: Find here the fruit of all your support.

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ACRONYMS, ABBREVIATIONS AND GLOSSARY

FTK: Togolese Karate Federation

FTJDA: Togolese Federation of Judo and Related Disciplines

FETAM: Togolese Federation of Martial Arts

UFAK: Union of African Karate Federations

NOC: National Olympic Committee

Dan: Grade after obtaining the black belt.

Dojo: The place of training.

CN: Black belt

CM: Brown belt

Karate-do: Japanese martial art.

Karateka: Karate practitioner

Sensei: Teacher of a martial art.

INTRODUCTION

For several years now, great and lengthy struggles have been waged to reduce working time. Indeed, this reduction has been accompanied by a corollary increase in free time dedicated more than ever to the practice of socio-cultural activities, through which the individual seeks to achieve, maintain or recover a state of physical and mental well-being. Multiplying situations marked by conviviality; discovering oneself and one's environment and getting a change of scenery. Among these activities are martial arts, which are mainly of Asian origin.

Today, sport is at the core of preoccupations in all countries of the world. No one can ignore the central role of sport in the daily life of every individual, whether he or she is a practitioner or a spectator. And no one can doubt the importance of this sector which has become vital for all nations, both socially and economically (Mohamed et al, 2011). Sport is a physical activity organized and practiced individually or collectively at the level of associations. Sporting events require good organization in terms of management in order to achieve good results. Therefore, one of the essential conditions for the successful implementation of sports activities as events is linked to the management strategy implemented.

Management can be defined as the combined effect of human capital and material means for the achievement of the objectives of an organization. In this notion of management, there is also the idea of pilotage.

While this management is in its infancy on the African continent, and Togo is still searching for its way in several sports disciplines in general and in karate in particular.

Management has developed spectacularly in other countries of the world, especially in the organization of large-scale sports events such as the football World Cup.

In Western countries, America and Europe in particular, it has already acquired its credentials. Management strategy is a strategy in its own right, with its laws and principles, its strengths and weaknesses, its successes and setbacks.

"Citius, Altius, Fortius. The motto proposed by Pierre de Coubertin in 1894 is still relevant today. But it is not only the athletes who go faster, higher and stronger. The sports industry is also regularly breaking records. According to Price Waterhouse Coopers, it will have a worldwide turnover of 133 billion dollars in 2013. A growth of 47% in ten years! "(Lepetit, 2012).

By injecting colossal funds into this sector, it is making a very long-term commitment to future generations: to take advantage of the development of sport and its values to develop the country and educate its people. For example, by investing in infrastructure, training, technology and

medical research, acquiring specialized satellite channels, TV¹ rights, renowned clubs² and prestigious players³, and sponsoring⁴, Qatar leaves nothing to chance in order to rank among the great sporting nations, even obtaining the supreme privilege of being the first Arab and Muslim country to organize the greatest football competition on the planet: the 2022 World Cup!

Sport is a real unifying event. It brings young and old together. To be convinced of this, you only need to attend sporting events.

For associations, organizing a sports tournament or competition not only helps to bring members together, but also raises awareness of the discipline, raises funds or allows participants to improve or test their skills. In any case, for the event to meet the pre-established objectives and be successful on all fronts, the organization must be well studied and planned.

Within the framework of the FTK's sports events, we draw up this study in order to help improve the organization of tournaments. However, this is a huge task that requires time and energy. In this respect, we will give the necessary advice and make concrete suggestions through the drafting of a document.

The interest in the problems of martial arts in general and karate in particular is quite recent. It is only in the last few decades that researchers, professionals in the field of physical education, health and physiology have started to take an interest in this subject.

On the basis of these considerations, we can pose the problem as follows: on what criteria and with what resources were the tournaments of July 2011, July 2014 and December 2017 organized and whether the organizers of the FTK tournaments have any knowledge in the field of the organization and management of sports events?

The answers we get to these questions through these case studies will lead us to propose an event organization guide for the FTK; this guide could also be used by other sports federations in Togo.

This document will be divided into two parts. In the first part we will make a case study of three tournaments of three previous years, namely: June 2011, July 2014 and December 2017. In the second part we will make recommendations and propose a guide for the organization and management of sports events.

¹ Be In, a TV channel created in France, acquired the broadcasting rights of several French and European competitions

² FC Malaga in Spain and PSG in France

³ Ibrahimovitch, Tiago Silva from AC Milan

⁴ Qatar Foundation sponsors Barcelona Football Club until 2016

Togo has a Ministry of Sports to govern all sports activities and it should be noted that there are several federations and associations in several sports disciplines under the governance of this Ministry.

Each federation or association organizes its own sports activities and is directly responsible for them.

Indeed, to give a boost to the practice of karate and to promote its visibility, the Togolese Federation of Karate periodically organizes activities. Among these activities, we find the karate tournaments organized nationally.

Today, the objective of the elaboration of this project is to draw the attention of the sports leaders, more precisely the members of the board executive of the Togolese Federation of Karate, on a certain number of elements that must be observed for a better impact and future of the discipline.

In view of the above, a question arises:

What are the expected results in the implementation of a guide for the organization of sports events at the level of the Togolese Karate Federation for the benefit of Karate clubs?

From this central question, subsidiary questions arise such as:

- What is the impact of the national karate tournaments in Togo?
- What are the lessons that can be learned from them, taking into account certain aspects of the events?
- What is the contribution of the Ministry in charge of sports in supporting these types of sports activities in terms of management?
- What mechanisms should be put in place for a better organization and management of karate tournaments in Togo?

PART I: THEORETICAL AND METHODOLOGICAL APPROACHES OF THE STUDY

CHAPTER I: THEORETICAL FRAMEWORK OF THE STUDY

This chapter presents the theoretical and methodological framework of the study. It sets out the problem through the approach and the reasons that led to the choice of the initial problem, clarifies certain key concepts and presents the literature review.

I- Problematic and the purpose of the study

This section sets out the problems and outlines the research objectives and hypotheses.

1.1: Research problem

Sport is a physical activity organized and practiced individually or collectively in the form of an association. Sporting events require good management organization to achieve good results. One of the essential conditions for a good realization of sports activities is linked to the management strategy implemented.

Togo is a country where people love sport and among the neophytes there is undoubtedly a significant number of martial arts practitioners, in particular in karate. In this regard, there are many karate clubs in Togo. All these clubs are under the direction of a Federation called the Togolese Karate Federation (FTK). However, we note shortcomings in the organization and management of tournaments organized by executive office of the Togolese Karate Federation. It is in this context that we had the idea of doing this case study to determine the strengths and weaknesses in order to make recommendations and propose a guide for the organization and management of sports events that could also be used by other sports associations in Togo.

Unfortunately, the Togolese Karate Federation does not impact the sporting environment in Togo through its activities. It is therefore opportune to think about revitalizing the activities of the discipline through a good management policy.

Today, the objective of the elaboration of this project is to attract the attention of the sports leaders, more precisely the members of the executive office of the Togolese Karate Federation, on the importance of the good organization of activities, in the context of the tournaments for a better impact and a promising future of the discipline. This is an indicator of a sports policy for

the visibility of the practice of the art and an opportunity for young talents to better develop their skills.

1.2. Conceptual clarification

1.2.1. Definition of the concept of event

An event is an important fact, it is everything that happens. According to Alain Ferrand it is a place where "men and women come together in a kind of collective celebration, to attend a sporting or cultural event" (Ferrand A., 1995). Its purpose is to promote exchanges, relationships, communion and conviviality and to provide a break from the ordinary. The importance of the relational factor is particularly noteworthy. Moreover, it has a symbolic value: it must induce a level of personal or social affectivity and create identity by referring to expectations.

For legal entities (companies, local authorities, associations), events belong to the large family of 'non-media' communication, i.e. all activities that do not involve the press, television, posters, radio, cinema or even the Internet.

The main function of an event is therefore to communicate for a brand, a company, a product, a community or an association, through the festive gathering of people for a show. Event communication is a powerful tool, responsible for conveying a message, surprising, dazzling and moving people through an event. (Debordes et al. 2017).

▪ Sporting events

A sports event allows spectators to gather to watch the performance, to encourage it and to publicly appreciate it through applause and shouting. According to Norbert Elias and Eric Dunning, players and spectators merge into one configuration, their actions and reactions are interdependent. It is a mixture of spectacle, feat, competition and side events which make the whole more varied, more spectacular, more aesthetic, more convivial, more festive (Norbert Elias et al., 1994)

An event is a communication tool. Moreover, communication during a sporting event has a special place in our cultural landscape. According to Ferrand Alain, it allows us to differentiate ourselves in the saturated space of advertising by provoking a real emotional shock in those involved, such as spectators or sponsors, because the outcome remains uncertain (Ferrand A., 1995).

According to Alain Ferrand's vision, "an event is a highly mediatized social fact, the impact of which on the various publics is linked to the uncertainty of the result of the action of the various players placed in a situation of exploit, performance or competition".

1.2.2. Definition of the word "Tournament"

In the Middle Ages, any fight between knights was a tournament.

In Togo, the tournament symbolizes any friendly encounter organized between two or more teams during a game to determine a winner with or without awarding a title. Example of tournaments: card games, football, karaté, etc.

According to the Petit Larousse, the word tournament is defined as a sporting event between several teams or competitors.

1.2.3. Definition and origin of the word « Karaté⁵ »

According to the web site <https://karatecroissy.fr/le-karate-do-un-art-de-vivre/>, the word Karate (空手道, karate-dō) is a so-called Japanese martial art. However, the origin is Okinawai (the main island of the Ryūkyū archipelago), which has long been an independent kingdom from Japan, south of the island of Kyūshū. In Japanese, the kanji "kara" means emptiness, and more precisely emptiness in the Buddhist sense of the term, "te" is the technique and, by extension, the hand with which it is carried out. We often translate karate literally by "the empty hand". But this is a mistake due to a bad interpretation. "Dō" meaning "way", "karate-dō" means "the way of the hand and of the void". The hand being used rather than a weapon for historical reasons related to the birth of this art, and the vacuum being representative of the angle from which must be approached this way of the combat. However, originally

In 1935, because of the rise of Japanese nationalism, and also especially because of the Sino-Japanese antagonism, and to facilitate the recognition and the diffusion of karate, Gichin Funakoshi (photo below) replaced these kanjis by the current spelling, to "erase" the Chinese origin, thus sacrificing the Japanese usage of the moment.

Karate is based on percussion techniques using different parts of the body as natural weapons (fingers, open and closed hands, forearms, feet, shins, elbows, knees, head, shoulders, etc.) in order to block opposing attacks and / or attacking.

Techniques include parries, dodges, sweeps, throws and keys. Shades of technical content are relatively marked depending on the style (shōrin-ryū, shōtōkan, wadō-ryū, shitō-ryū, gojū-ryū...).

To acquire mastery of these techniques in combat, teaching includes three complementary areas of study: kihon (基本), kata (型 or 形) and kumite (組手).

⁵ <https://karatecroissy.fr/le-karate-do-un-art-de-vivre/>

The kihon (which means "basic technique") consists in repeating individually and most of the time in group's techniques, positions and movements. Practiced with a partner in a codified way, we then speak of kihon-kumite.

The kata (which means "form") is a codified and structured sequence of techniques, representing a real fight against several virtual assailants almost simultaneously, with the aim of forming the body, the acquisition of automatisms as well as the transmission of secret techniques. . The kata goes beyond the purely technical aspect by allowing the practitioner, by very numerous repetitions, to strive for the perfection of the gesture and especially to experience the spirit.

The last area is kumite or combat (in fact, the real goal of karate). Literally it means "to group the hands", that is to say to work in group and no longer alone. This notion of kumite can take many forms in karate. From the most codified to the freest form. The fight can be pre-defined (kihon-kumite), fixed at a precise number of attacks (ippon kumite for one attack, sanbon kumite for three attacks ...), flexible (jū kumite), without contact (kumite) or free (jiyū kumite).

CHAPTER II: PRESENTATION OF THE PROJECT FRAMEWORK

We will try to determine the place of competitive sport in karate Do, without confusion with the traditional martial art.

2.1. Fighting in sport competition/tournament:

Sporting competition is a particular mode of expression of a regulated fight to guarantee the physical integrity of the combatants. To designate a winner, it uses evaluation criteria that differ from the vision of combat in the practice of traditional martial arts.

2.1.1. Purpose and rules:

The purpose is to determine a winner. The winner is the one who, by convention, has scored a certain number of points first, using his or her fists and feet during the bout. Each technique judged to be winning by the referees must be checked, for safety reasons. The bout continues after each point awarded, until the required total is reached or until the end of regulation time. Strikes below the belt are forbidden as well as certain attacks considered dangerous (e.g., a slashing attack to the throat). Strikes to the body are allowed with some control. During attacks, the blow must not touch the opponent's face.

2.1.2. Difference between combat sport and traditional real combat

The martial arts tradition remains conservative in its principles and rules established since ancient times. With the advent of competitive combat sports, martial arts, particularly Karate, has undergone many transformations in order for the event to appeal to a diverse audience. In traditional live combat, the blows are more violent and are aimed at specific vital points with the intention of effectively disabling the opponent. In competitive sparring, it is more of a performance-oriented spirit where the blows to the opponent are controlled to the maximum and the fighter must show a certain speed and flexibility in order to gain several points. The fighter is even disqualified if he strikes his opponent with a blow that is considered violent.

2.1.3. Types of classification in a tournament

a) Forms of karate practice:

There are two types of karate practice that are subject to competition: kata and kumite:

- The Kata, a set of movement sequences with attack and defence techniques performed in the form of individual or group combat with imaginary opponents under the referees' notation. For group kata, at the final matches, the finalist teams present the bunkai of the kata. The bunkai is the demonstration of the codified movements performed in the kata.
- The kumité is a real confrontation between two opponents on a tatami following a certain rule.

b) Classification of weight categories according to age, gender and the degree

To give everyone an equal chance in the competition, competitors are divided into categories according to weight, age and gender and by belt (grade). The other reason for the need for category classification is to limit the risk of injury.

CHAPTER III: THE LITERATURE REVIEW

This part of the document will help us to get an idea of the scientific and academic studies in the field of a sports event, its design, organization and management.

3.1. Sports event: its function

Before getting to the heart of the matter, it should be recalled that for Ferrand Alain, the notion of sport event must be assimilated differently depending on the actor. He distinguishes between two types of actors: natural persons and legal entities. He makes this distinction because the impact of a sports event is not the same in both cases. In the first case, the social climate (inter-social relations, conviviality, fraternity, etc.) must be favoured. On the other hand, in the case of legal persons, the generating event is not mediatized; but this approach is approached differently. An event for legal entities according to Françoise Laurent: "we cannot therefore speak of an event in itself, but of an event for the institution that produces it⁶". According to Bruno Troublé, former skipper and creator of the Louis Vuitton Cup, it is "a modern version of public relations⁷".

In any case, the main function of an event is a communication tool during a festivity. This communication in turn promotes unification between two peoples or nations with different political leanings. In a crisis between two states, a sporting event seems to ease the tension and point the political leaders in the direction the people want to go. For example, the meeting between the United States and Iran during the 1998 World Cup or the table tennis match between Nixon and Mao in 1972 helped to revive US-Iranian and US-Chinese diplomatic relations (Desbordes, 2017).

⁶ Quoted in A. Ferrand, op. cit

⁷ Ibid

3.2. Types of events

Being a communication tool, for Bernard Gresser and Olivier Bessy the event is classified by type and summarised as follows:

Table 1: Typology of sports events

Type of event	1- Major international sporting events	2- National sporting events	3- Events type shows and "shows"	4- New mass sporting events	5- Raids or adventure challenges
Differentiation criteria					
1- Date of creation	Former	Former	Recent	Recent	Recent
2- Origin and temporality	Institutional, federal or Olympic international calendar national calendar		One-off merchant	Associative, territorial or commercial No calendar or parallel calendar	
3- Participants/Spectator objectives Organisation	Confrontation with others-Being the best Sport/Spectacle/Competitive sport Promotion of a federation		Performances/Identification Brand promotion	Exploring oneself Meeting others Discovering and promoting a region	Escape, extreme sensations Discovery and promotion of a heritage
4- Environment	Standardisation Classic sports equipment		Non-standardised	Non-standardised Urban and/or natural environment	Uncertainty Hostility
5- Operating mode	←————→ Strict regulation and coding		Flexible and Variable - Management adapted to each event		
6- Motor skills	Highly codified in terms of maximum performance		————→ Codified but also free and inventive		
7- Innovation	In the area of measurement and management of arrivals and results		Technology but in relation to different variables: time-space-participants		
8- Public	Selected actors More spectators than actors ←————→		Elite sports for participants designed for spectators	Unselected actors More actors than spectators	
9- Partners	++++	+++	++++	+(+)	+(+++)
10-Mediatization	++++	+++	++++	+++	++++
Example	The Olympic Games The Football World Cup The Tour de France Roland-Garros	French Championship by discipline	Indoor de France Paris-Bercy (windsurf) Red Bull Crashed Ice	he 20 kilometres of Paris The Paris Marathon The Roc d'Azur The Transjurasienne The Marmotte	La sainte-Lyon Le Corsica Raid Le Dakar

Figure 1.1 - Typology of sports events

Source: Bernard Gresser and Olivier Bessy, op. cit.

On this basis, every sports event is closely linked to the type of organization that generates it⁸. Michel Desbordes distinguishes five types of organization: public providers (national federations), private providers, public consortium with the help of private sponsors, and associative structures (Desbordes, 2017). The stakeholders in a sports event are: the commercial company, the local authority, the partners and the federations.

A sports event is above all a media event through the media partners who are not necessarily in the field of sport; this is mainly the case for municipalities. The proof is that spectators are less numerous than those who follow the event on television or radio; demand is stronger here than supply, which is only direct participation in the event (spectators). So the media have a significant impact on sports events; for example, television plays a big role in media coverage just to interest sponsors and spectators.

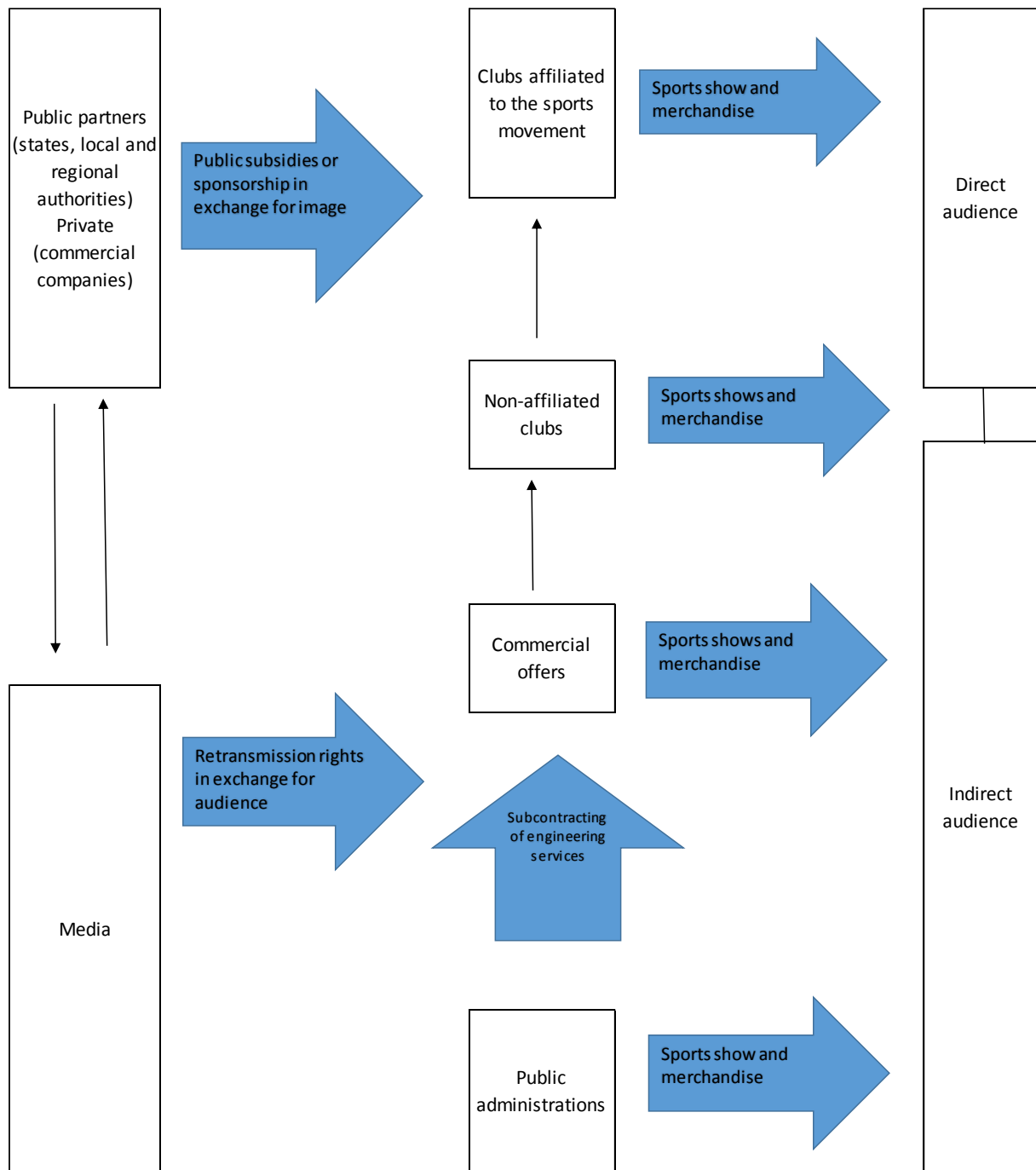
In terms of media coverage, there are events for which the channels pay the broadcasting rights; some events for which the channels do not pay the broadcasting rights but provide the broadcasting and events for which the cost of broadcasting is borne by the organizer.

Supply and demand are criteria that allow us to see the level of organization of a sports event. According to Donald Getz, "demand" is often equated with the number of people who will come to an event or pay for it. More correctly, in economic terms, it is a function of the relationship between the price and the quantity "demanded" for an event in particular circumstances. For each price, the relationship between demand and price indicates how much buyers are willing to purchase at that price (Donald Getz, 2007).

The supply and demand for a sporting event can be diagrammed as follows:

⁸ Michel Desbordes (2000), *Gestion du sport*. Vigot, 2016 (nouvelle édition).

Figure 1.2 - Supply and demand of sports events



Source : Michel Desbordes, Fabien Ohl et Guy Tribou, op. cit.

According to this diagram, an organizer addresses a direct audience (the spectators) and an indirect audience (the viewers). In addition to this direct and indirect audience, there is also a third target group, which is the participant himself.

3.3 Design, organization and management of a sports event

Every sports event goes through a design phase, an organization phase and a management phase.

The design phase must be carefully studied and planned, setting clear objectives and taking into account the issues at stake in the sector, in order to anticipate all possible problems in the organization and, above all, in the management of the event.

When we talk about management, we are also talking about management. What is management in sport? How do we define it?

According to Alain Loret: "management is a process of rational organization of the resources to be mobilized to achieve objectives"⁹. In the definition, the term rational implies an organization reasonably elaborated in order to be efficient following a precise methodology. This organization is divided into four stages as follows:

3.3.1. The design

This phase is where the organizer innovates to make the show or event attractive. This phase must take into account all the essential and possible parameters for a better outcome of the project. At this level, it is also important to carry out a financial analysis to establish a budget. A guiding idea must be developed and a steering committee set up. As far as innovation is concerned, this characteristic will make the event different from others in a certain way, since according to Donald Getz: "Any discussion of the quality of the programme or service of an event must include the 'quality' of the organization that produces the event" (Donald Getz, 2007). This "quality" policy is the image of the organizations philosophy

3.3.2. The preparatory phase

At this stage the key parts of the event need to be well thought through if the organization is to be successful and different from events organized in the past. These include: administrative and financial, legislative and security, communication and media, commercial and sponsorship, logistics, human resources and venue.

The preparation phase of the event must be done with professionalism and involvement. To this end, Donald Getz recommends that companies or event organizers adhere to ISO 9000 or a similar standard. These standards define the procedures that event organizations should follow as part of a "bottom line" approach (Donald, 2007). Furthermore, event management is crucial

⁹ Sport et management : De l'éthique à la pratique, Editions EP&S janvier 1995

to the point where it is slowly being considered a quasi-profession due to the number of graduates in the field. Getz and Wicks (1994) also stated this¹⁰.

Some of the terms that will attract our attention as a result of our study are 'administrative', 'financial' and 'logistics'.

3.3.3. The course of the event

This is the tangible or concrete part of the event. Since there is no such thing as zero risk in events, a maximum of vigilance is necessary to have and keep control of the event. Everything must go according to plan and not let chance take over.

3.3.4. The post-event phase

The event is already over and the whole organization has to be evaluated from start to finish. Essentially, a financial evaluation, a spectator satisfaction survey, an evaluation of the organization in terms of impact and a qualitative and quantitative analysis of the public present must be carried out.

3.5. Stakeholders in the organization

Every event needs human resources to be organized. According to Lyn van der Wagen: "There is no more challenging environment for human resource management than the events sector" (Lyn van der Wagen, 2006). These human resources can be volunteers, members of the organization or people offering their services for a fee. All these resources constitute operational staff. Operations are the day-to-day actions that go into running the event. These operational people have to put in place the logistical means. Here, the fundamental and basic idea of logistics is the transportation of people, goods and equipment from one place to another.

3.6. Marketing in a sports event

For the best visibility of a sports event, a good marketing plan is needed to make it attractive and really dynamic. For commercial enterprises it is important to combine product, price and sales factors as marketing indicators and communication as a complementary marketing element to form a whole. These same factors can be applied in the case of a sports event. But all this is conditioned by the organizer's financial resources and means. Marketing is not

¹⁰ Getz, D. and Wicks, B. (1994). Professionalism and Certification for Festival and Event Practitioners: Trends and Issues. *Festival Management and Event Tourism*, 2(2), pp. 108–9.

considered here as advertising but as a relationship between the organization and its stakeholders to achieve an objective.

3.7. Sponsors

3.7.1. The Sponsorship Marketing Plan

In the article written by B. Bathelot in December 2020, "sponsorship refers to financial or material support given to an event, an entity or an individual by an advertising partner in exchange for various forms of visibility of an advertising nature linked to the event or individual supported¹¹".

Based on this definitional approach, the sponsor in any event is looking for certain rewards. According to the International Events Group (IEG) in Chicago, there are ten reasons why companies sponsor events (Bruce E. Skinner, 2003). This is summarised in the following figure:

Table 2: Ten raisons to sponsor event

<ul style="list-style-type: none">▪ Increasing visibility▪ Shaping consumer attitudes▪ Narrowcasting▪ Offer incentives to retailers, dealers and distributors.▪ Entertain customers▪ Recruiting/loyalizing employees▪ Create merchandising opportunities▪ Highlight product attributes▪ Differentiate their product from competitors▪ Stimulate sales
--

Source: IEG's Ten Reasons That Companies Sponsor Events

The fundamental reason for sponsoring an event is the visibility of the sponsor through the event since the sponsor benefits from the wide exposure offered to them and one can mention the media (television, radio advertisement).

Another reason is the influence of the sponsorship through the event. Ultimately, it is by influencing the attitudes of spectators or consumers that the sponsor can change a brand and reach a target audience, a niche audience. There are new opportunities for sponsors through sponsorship. For example, increasing the number of potential customers. In doing so, sponsors can, depending on the reaction of the target audience, reorient their product or service by innovating in order to remain competitive and differentiate themselves from competitors.

¹¹ <https://www.definitions-marketing.com/definition/sponsoring/>

3.7.2. The media

The media plays a fairly important role in the organization of sports events because it is an excellent means of promotion and the two areas are closely linked. The majority of people who want to watch a match, for example, and who do not have the opportunity to attend the event physically, therefore need to find another way to watch the match. Television and radio are two of the most common ways to watch a match. It should be noted that television remains a privileged medium for sports events because it has given the world's greatest events their notoriety: the football World Cup, the Tour de France cycling race, the Olympic Games. Nowadays, there are even television sports channels, so the media are fully integrated into competitions.

CHAPTER IV: THE INSTITUTIONAL FRAMEWORK

4.1. The Ministry of Sport and Leisure

Since independence of Togo, the remit of this ministry has not been limited to the field of sports alone. It has had to manage culture, youth and sports at the same time, three areas whose actions often concern the same public: young people. Originally, its name was the Ministry of Culture, Youth and Sports. Today, it has become the Ministry of Sports and Leisure¹².

4.2. The organization of the sports movement in Togo

Before presenting the sports movement in Togo, we will first look at its organization and the resources at its disposal. Then, the case of football will illustrate the general state of sports federations in Togo, given that it is the sport that attracts the most attention from the Ministry and the budget allocated to it each year is considerable compared to other federations.

4.2.1. General organization and resources of the federations

Created in 1963, the Togolese National Olympic Committee (CNOT) is the national coordinating body for the federations. Under the patronage of the national committee, the federations regulate and coordinate the activities of their discipline. For the whole of institutionalized sport, a 6-level hierarchy is emerging as a result of the 1974 reform and its updating in 1978. At the base are the clubs where sportsmen and women gather. The state organization of sport then groups the clubs into districts. Each district has at least six multi-sport clubs and covers a prefecture. These districts are formed into leagues which are themselves under the direction of the federations. There are seven sports development zones corresponding to the leagues: the Savanes zone, the Kara zone, the Centre zone, the Plateaux-Est zone, the Plateaux-Ouest zone, the Maritime zone and the Lomé-commune zone. The federations are under the direction of the Togolese National Olympic Committee and sport as a whole is overseen by the Minister of Sport and Recreation.

The management of sport, which includes technicians (referees, trainers, etc.), managers and the medical corps, is in the image of the infrastructure, as it is insufficient in both quantity and quality. Most of the sports managers, especially the coaches, are volunteers or voluntary PE teachers who agree to pass on their experience for the sake of their discipline. From time to time, national training courses are held to make up for the shortfall, but the numbers are still insufficient.

¹² <https://www.togofirst.com/fr/politique/0210-6348-togo-le-nouveau-gouvernement-en-place>

4.2.2. Togolese Karate Federation

As a second generation discipline, karate remains a confidential sport in Togo (reserved only for the initiated) with all the myth that surrounds the discipline. Without knowing a real diffusion in the population, they are part of the disciplines that effectively contribute to the representativeness of the State but it is most often reduced to one or two athletes in the big sub-regional and international tournament.

4.2.3. The history of Karate in Togo

Karate was born in Togo following the will of certain figures whose names are mentioned below.

The first club was founded between 1968-1969. It was based in the CEBEVITO company premises and located in Tokoin. It was led by Messan SEGBAYA, CN1; Kpoti ADJETEY, CM1; Vincent LOGOSU-TEKO, CM2 and Jean-Marie KOMLAN CM3.

The club became really official with the return to the country of Sensei Toto Amakoé AJAVON, young French champion (Lille) and his grade was CN2. As time went by, embryonic groups of clubs were formed in certain districts of the city of Lomé, notably in Kodjoviakopé, Nyékonakpoé, Assivito, Doulassamé with names such as Bello, Ganiou, Paul AQUEREBURU dit (Kaze).

In 1972, given the small number of Karate clubs (about five), they were grouped under the umbrella of the Togolese Federation of Judo and Related Disciplines (FTJDA), which included Judo, Karate and Aikido and was headed by Commissioner SEGBAYA. A single National Dojo was at the disposal of all these disciplines.

Later, with the appearance of new disciplines, the existing Karate clubs were grouped into a federation under the name of the Togolese Federation of Martial Arts (FETAM) in 1983. At that time, there were also a few karate clubs in the interior of the country.

The management of FETAM's resources continually generated conflicts between the leaders of each discipline. In 1990, the Ministry of Culture, Youth and Sports accepted the principle of autonomy for each of the member disciplines of this federation (Judo, taekwondo, karate)

In 1994, during the FETAM congress, the karate group decided to create a Federation. Thus, the Togolese Karate Federation (FTK) was born. From 1994 to date, three people have led the Federation. They are respectively

- 1- Mr. AGBOVI Kodjo Jonathan: 1994-2003
- 2- Mr. RAMANOU Emmanuel: 2003-2012
- 3- ASSENIM K. Téoundé: 2012-2020

To date, the Togolese Karate Federation has about one hundred clubs throughout the country but not all clubs are operational. About sixty clubs are still up to date with their obligations to pay their annual dues to the FTK. Not all clubs are up to date and this is mainly due to the death of some masters whose students have not continued to practice or to a lack of financial means. But for some the reason is quite different. Quite simply, they do exist but do not participate in the activities organized by the Federation.

4.2.4. The spread of karate

Several elements make it difficult to reconstruct the spread of karate in Togo.

The Federation did not have its own infrastructure as a head office and the infrastructures hosting it had not been able to keep documents properly. Some of the documents as archives are kept in the private residences of the officials in charge at the time. This mode of management did not make it easy to pass on all the documents from one steering committee to another.

There were many difficulties in collecting data, especially in accessing the FTK archives.

In spite of the autonomy of karate, the Federation has not managed to spread the discipline considerably throughout the country. The practice is almost limited to the city of Lomé, the capital of Togo. Apart from some activities of the FTJDA, the transplantation of the discipline was done thanks to traders and expatriate civil servants from Ghana, France and Lebanon.

In 1975, the Togolese Federation of Judo and Similar Disciplines (martial arts, karate and taekwondo) encouraged the arrival of some foreign instructors, particularly Korean instructors, who also brought their knowledge and boosted the practice of martial arts in Togo in 1977 (Houedakor K, 2010).

From 2002 onwards, the karate clubs (about forty) in the greater Lomé area do not really have the means in terms of infrastructure, except for the availability of premises that can house the tatamis that are essential for the practice of karate. In its expansion process since 2002, karate has benefited in Togo from the general organization of sport that has been put in place. It has at least passed the first stage, which makes the discipline more or less notorious even if most people do not know much about karate. Apart from this organization, the discipline is far from experiencing the growth in membership that one might have expected from a proactive development. Karate is therefore blocked at this stage because the development actions that exist are not on a federal scale but rather led by small groups with purely personal tendencies. Federal activities are reduced to the sporadic organization of a few competitions or demonstrations in order to justify to the Togolese National Olympic Committee the existence of the federation and the possible subsidies received by the Federation.

The profile of karateka in Togo

The karateka can be identified as a resident of the commune of Lomé, in the outskirts of the city of Lomé or in the interior of the country. The majority of practitioners are pupils, students, apprentices of all sexes with a predominance of the male sex. Civil servants who practice karate represent only a small number due to a lack of time for training. The age of the practitioners varies between 8 and 21 years. Upon enrolment in the karate course, the new student systematically obtains a white belt and takes the higher belt exam each year until he or she obtains a black belt during the grade exam before a jury composed of the Federation's technicians. On average, the training hours are two hours per session and the number of sessions is two per week. The practitioners train in the evening in their respective clubs. As far as the technicality of the practitioners is concerned, most of them lack professionalism in this field due to the lack of high level coaches.

CHAPTER V: RESEARCH METHODOLOGY

5.1. The objectives of the research

5.1.1. The main objective

The main objective of this research is to correct the shortcomings in the organization and management of tournaments at the Togolese Karate Federation through the examples of past tournaments in order to expect a positive impact from the event.

5.1.2. Secondary objectives

- Lessons to be learned from the impact of the organization and management of karate tournaments in the FTK
- To propose a guide for the organization and management of karate competitions for a better visibility of this sport discipline.

To achieve this, we make the following assumptions:

5.2. Research hypotheses

5.2.1. Main assumption

There is a lack of qualified people in the field of organization and management of sports events at the Togolese Karate Federation. This lack would be the consequence of a bad management of karate tournaments in Togo.

5.2.2. Secondary assumptions

- The Federation has few material and financial resources to invest in the organization of tournaments.
- Inexistence of a strategic guide for the organization of sports events
- The Federation is said to be in need of sponsors who can help it to give more visibility to its events.

5.3. Data collection methods

5.3.1. Type of study, Study targets, Sample and sampling

5.3.1.1. Target population

The target population is the society or set of elements concerned in a study. According to Paul N'da, the target population is defined as "a collection of individuals (human or not), i.e. a set of elementary units (a person, a group, a village, a country) that share common characteristics specified by a set of criteria"¹³ (Paul N'da, 2006). Thus, the target population is the total population for which information is desired, in other words, the population on which the survey focuses. It is made up of all the people directly concerned by our study.

¹³ https://www.memoireonline.com/05/12/5888/m_Les-entraves-au-processus-danimation-dans-les-projets-de-developpement--la-base-au-Togo-cas-d26.html

In the case of our survey, the target population consists of the members of the FTK's executive committee, the members of the organizing committee, the FTK's athletes among whom we will conduct our survey, and an external viewpoint from a sports journalist.

5.3.1.2. Sampling

Sampling is an operation that makes it possible to identify a representative fraction of a parent population or target group with the same basic characteristics.

The target population is defined as the set of individuals or elements that concern the object of the research.

In this regard, our sample will be based on eight (08) individuals

5.4.1. Stages of the research

5.4.1.1. Exploratory survey

This part responds to the questions of the field actors. The exploration was carried out at the Togolese Karate Federation in order to know the existing problems in order to better formulate the hypotheses and objectives of the research.

5.4.1.2. Pre-survey

This stage of our research consisted of going to the individuals targeted as a sample in order to collect information on which our study will focus. It enabled us to improve the content and form of our data collection tools for the target population.

5.5. Data collection techniques and tools

5.5.1. Survey itself

This is the practical phase of the research. The survey took place in the city of Lomé during the period from 15 July to 17 October 2020. Following this, we confronted the research hypotheses with the realities on the ground.

5.5.2. Questionnaire survey

The questionnaire, a copy of which is attached, contains closed questions. It allowed us to better channel the ideas (Annex I).

It is structured in several parts, the key points of which concern

- 1- The location of the tournaments. The aim of this part is to get an idea of how people perceive the sports infrastructure from an environmental point of view.
- 2- Basic training of organizers. This will allow us to know the management knowledge of all those involved in the organization.
- 3- Governance within the FTK: this part will lead us to know the basis on which the events are organized.

5.5.3. Interview

We spoke with an official from the executive committee of the Togolese karate federation and with certain resource persons about the legal and regulatory provisions relating to sports events. An interview guide was used for this purpose (see Appendix I).

5.5.4. Documentary research

We also consulted a number of books that were useful in the writing of our work.

The Internet was also an important source of information for our research.

A summary of the people interviewed is given in the table below:

Table 3: Number of people surveyed

Actors	Title	Workforce	Comments
The target actors	Members of the FTK Executive Board	3	-
			-
			-
	Member of the FTK organizing committee	1	-
	FTK coach	1	-
	Athletes	2	-
Sports reporter	1	-	
Total		08	

Source: Study results, December 2020

CHAPTER VI: PRESENTATION OF RESULTS, VERIFICATION OF HYPOTHESES

6.1. Presentation of the results

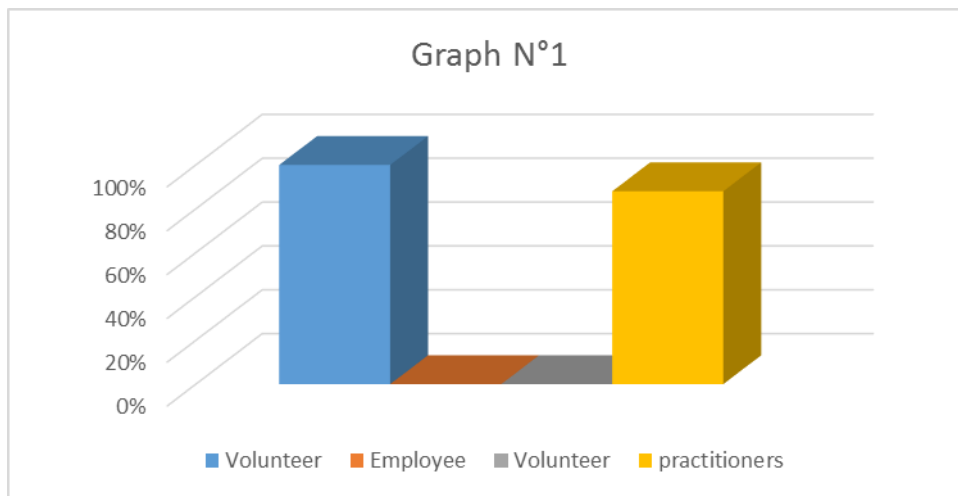
The questionnaires were sent to eight (08) people.

The most significant results are presented in the tables and graphs below.

Question 5: What is (are) your function(s) and position(s) within your club?

The second part of the diet question is asked about interest in karate.

Chart 1: Function and position within your club

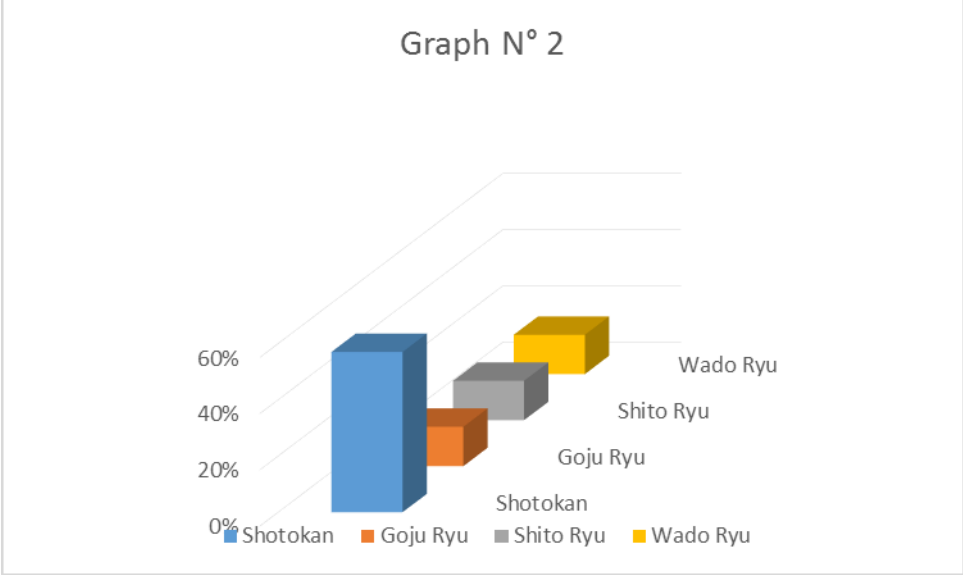


Source: Study survey, December 2020

Question 6: What style(s) of karate does your club teach?

The question is asked to see the diversity in styles, a diversity that should be a strength making karate practice and especially tournaments more interesting.

Chart 2: Style of karate

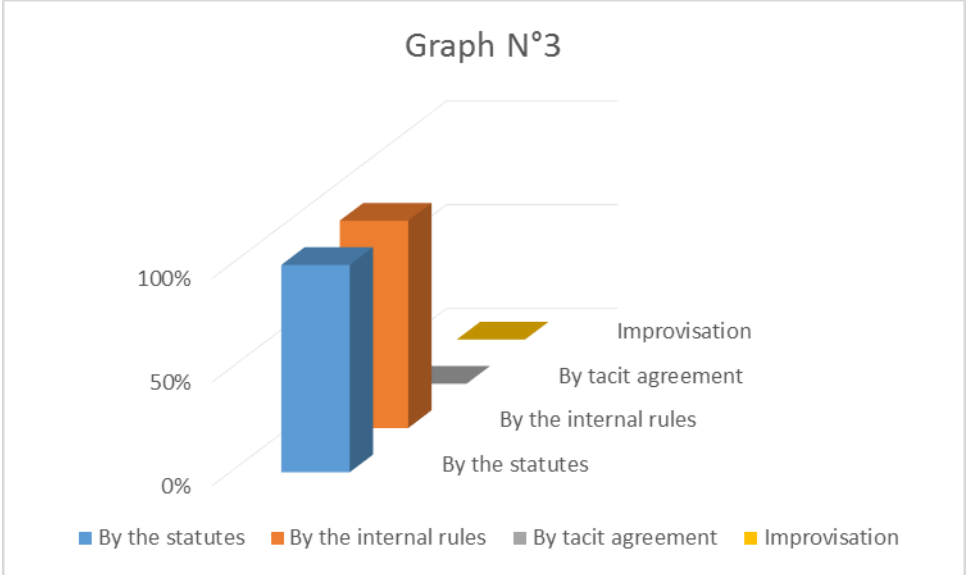


Source: Study survey, December 2020

Question 17: How are decisions taken in the FTK Executive Board?

We are trying to find out how the executive board of the federation is organized in terms of decision-making.

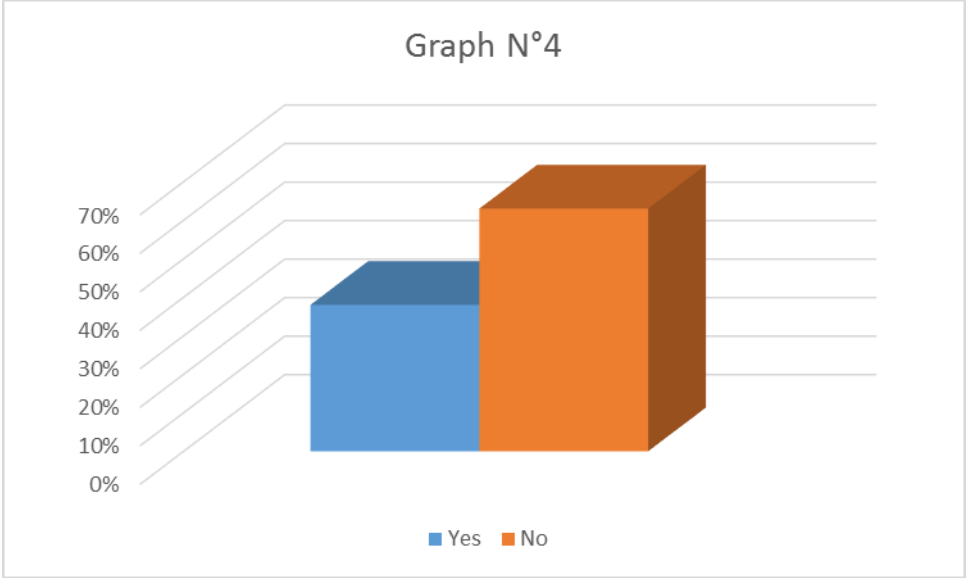
Chart 3: Decision-making in the FTK Executive Board



Source: Study survey, December 2020

Question 19: Are the statute and internal regulations respected?

Chart 4: compliance with the statute and internal rules

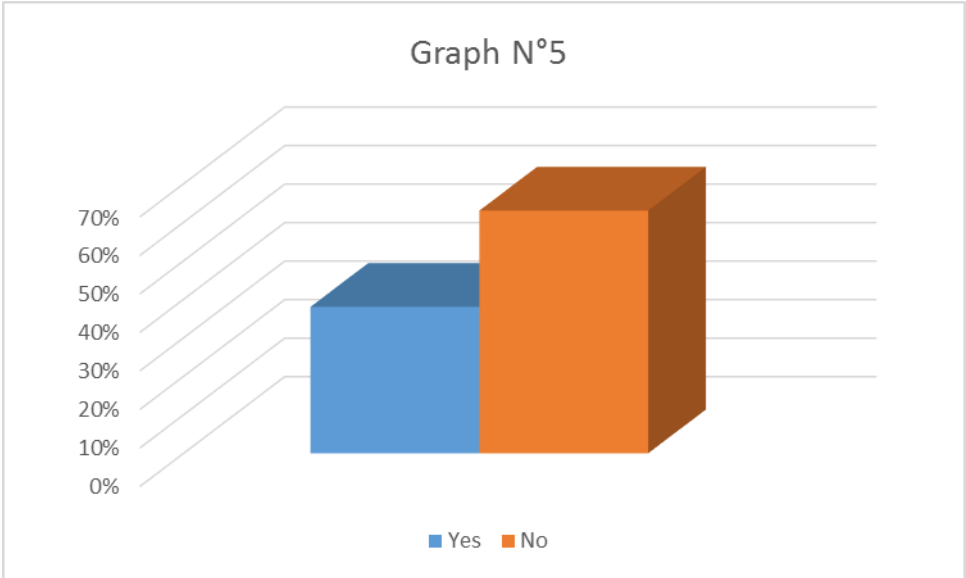


Source: Study survey, December 2020

Question 8: Does in your club is someone with proven experience in sport management or in another club that you know?

This survey is being conducted to see if there is at least one resource person in a club who can bring their experience to the FTK.

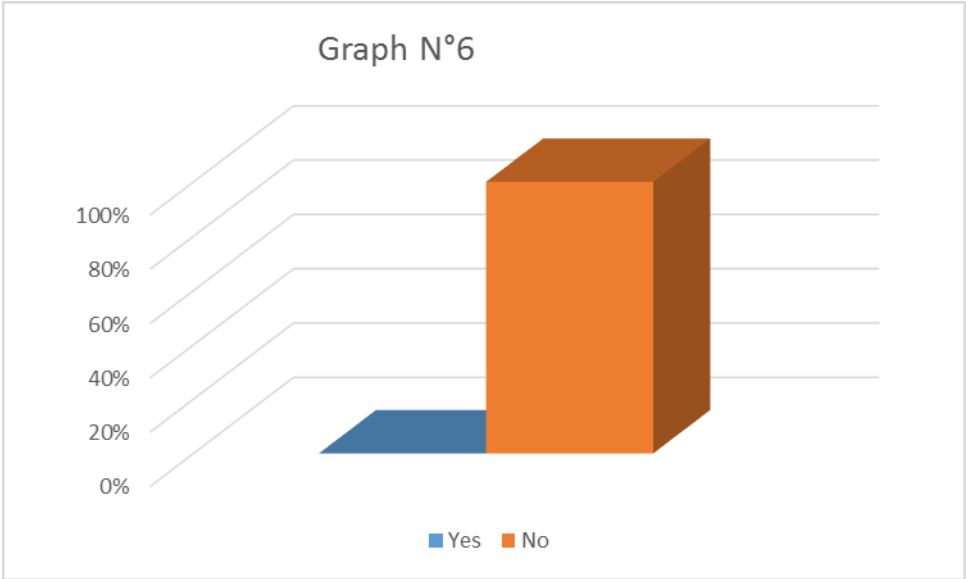
Chart 5: Experience in sport management



Source: Study survey, December 2020

Question 34: Does the FTK executive board have an experienced profile in the field of sports event organization and management (same question for clubs)?

Chart 6: Executive Board, experience in sport event organization and management

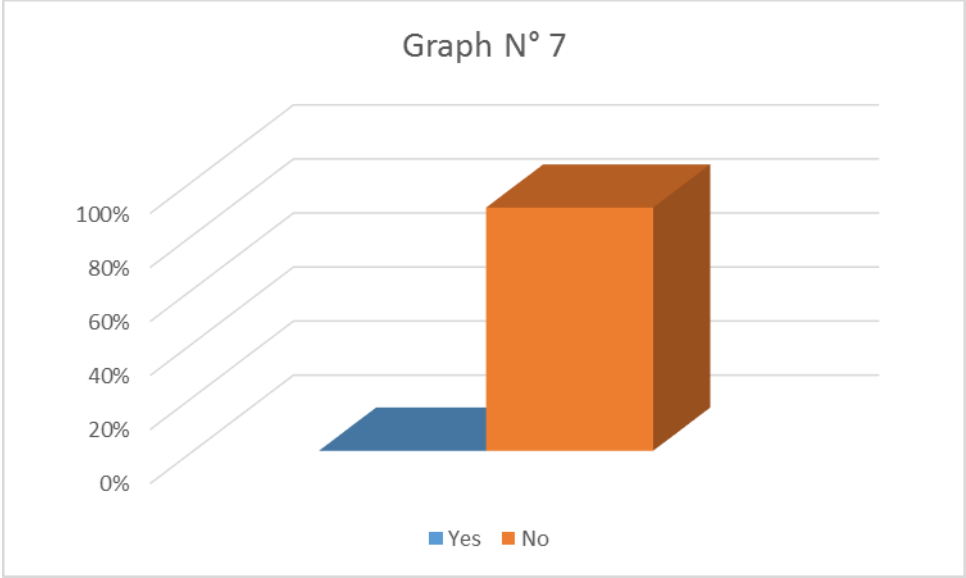


Source: Study survey, December 2020

Question 35: Do you have a guide for organizing karate Tournament?

We asked this question to find out on what basis tournaments are actually organized and also where the weakness in the organization and management of karate tournaments comes from.

Chart 7: Organizing karate tournament guide

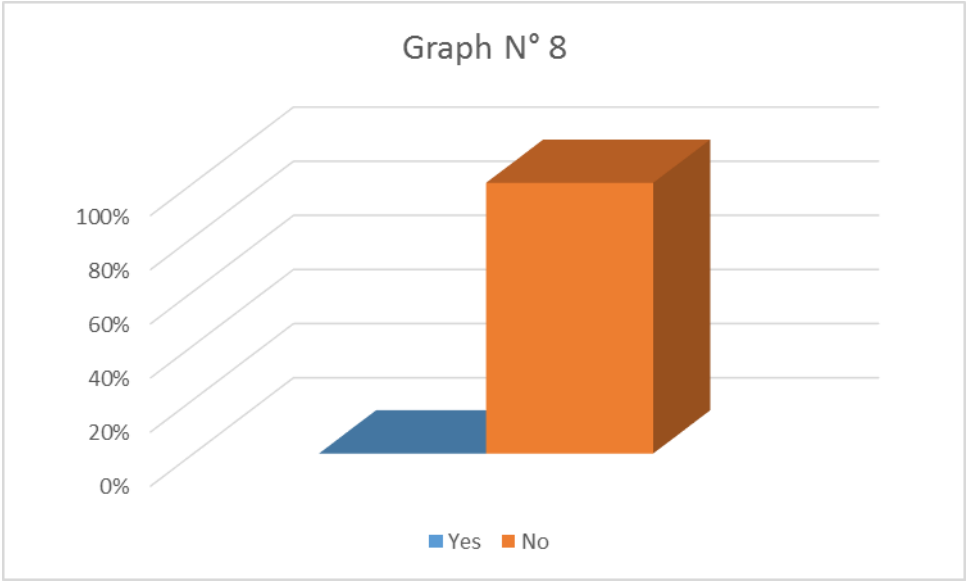


Source: Study survey, December 2020

Question 21: Does the Federation have a bank account with a good provision?

We want to know if the Federation has the financial means to cover a sports event.

Chart 8: FTK Bank account

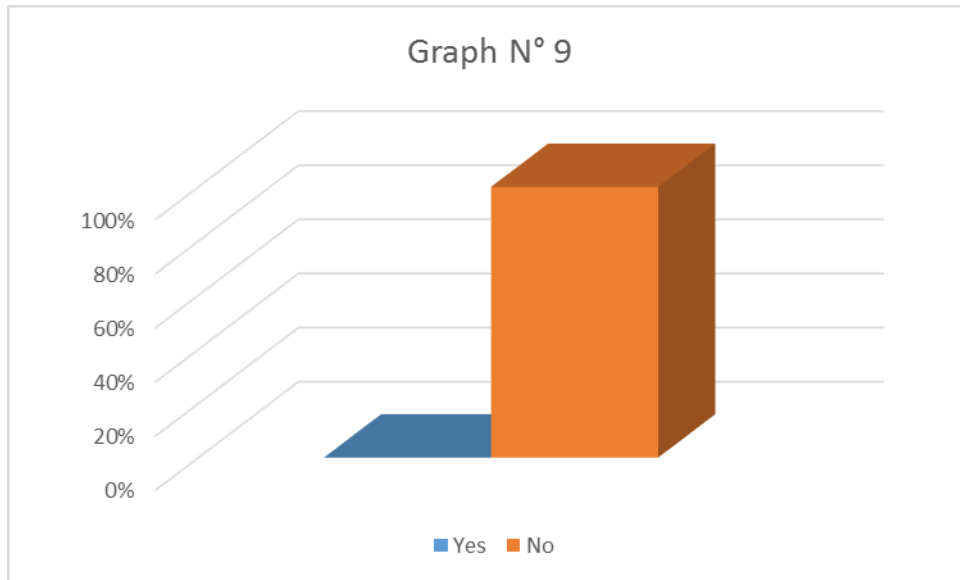


Source: Study survey, December 2020

Question 31: Are the sports events financially supported by one or more external organization (e.g. sponsors)?

The interest is to know if the FTK receives help from an organization or a sponsor to better cover costs and organize its events.

Chart 9: External financial support to the FTK event

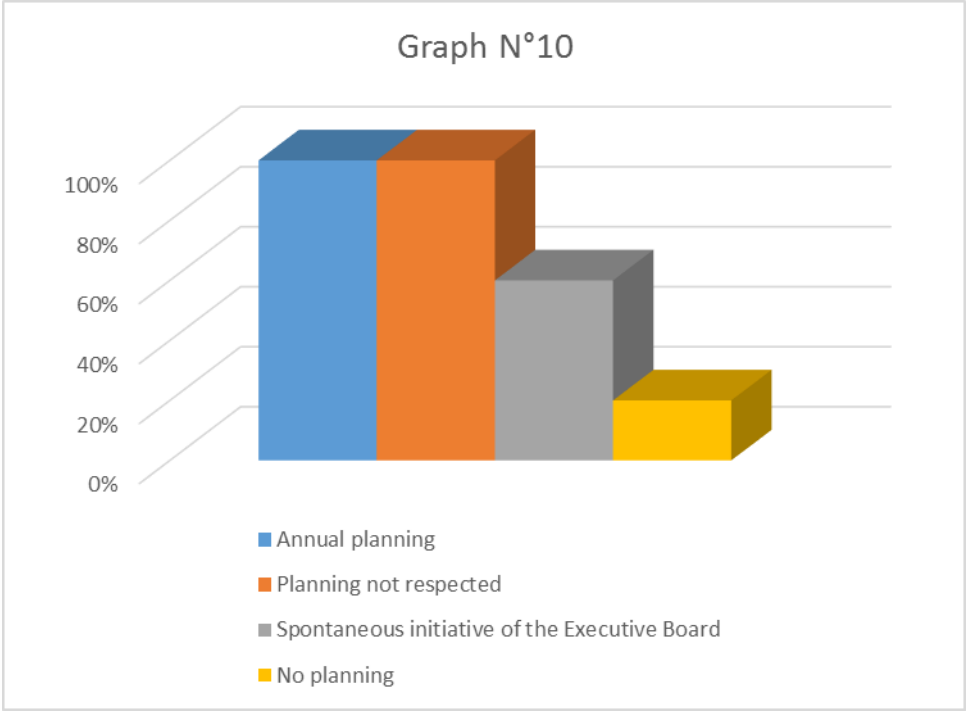


Source: Study survey, December 2020

Question 25: According to which programme are the tournaments organized?

We are trying to find out if the FTK follows a pre-established annual programme and if the programme is really respected.

Chart 10: Tournament program

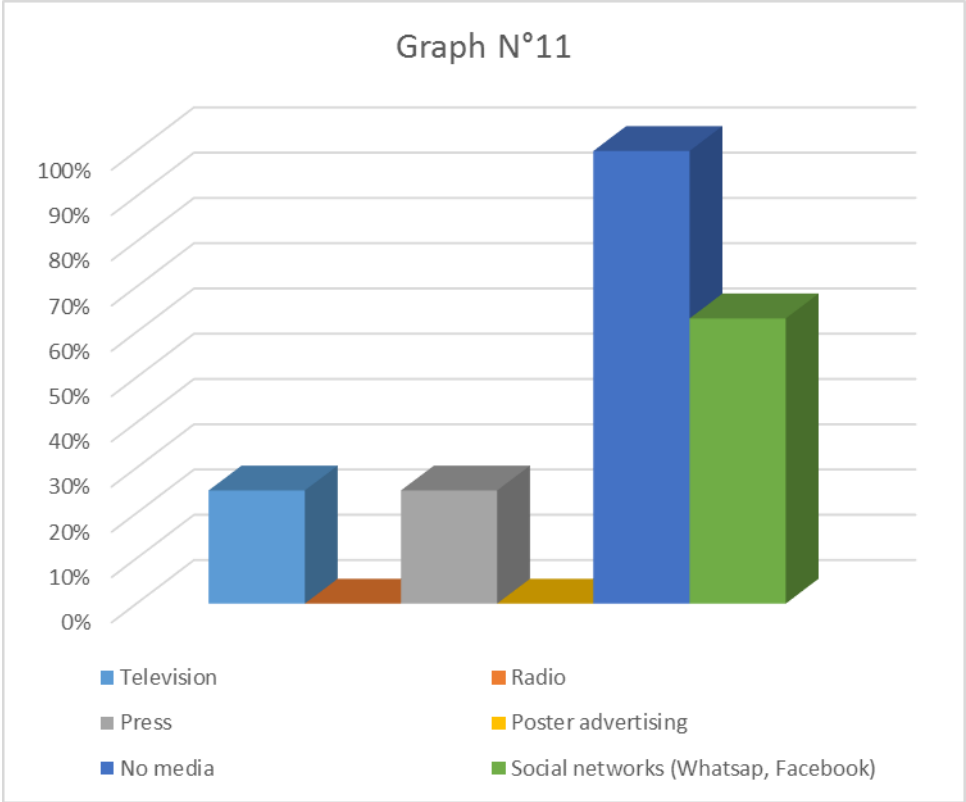


Source: Study survey, December 2020

Question 28: Are sports events publicized?

We want to know whether events are really publicized through announcements, advertisements and whether the population is adequately informed to interest them in following the event.

Chart 11: Advertising for the FTK event



Source: Study survey, December 2020

6.2. The interviews

From our various interviews, we noted a number of shortcomings.

It was noted and deplored that the Ministry of Sports and Leisure is not involved in the organization of FTK sporting events. The budget that the Ministry of Sports allocates to the Togolese Karate Federation is insufficient.

As for the guide for the organization of events, the Togolese Karate Federation does not have one. In addition to this, it does not allow considerable time and above all does not adopt an adequate strategy to find sponsors and the media to make events visible. The objective of having sponsors would be to have networks and an address book to be able to be in direct contact with the right people.

The organization of large-scale sports events in Togo depends on the image and the sports policy that the country has implemented. Political interest has become more important in the organization of a sports event than interest in the event itself.

The people directly involved in the organization of the event and the members of the federation's board have not been trained in event management.

The tournaments are not publicized in the true sense of the word. The live coverage of the event is very poor and the television that covers the event only comes to report on the final matches.

6.3. Hypothesis testing

In this part we will see how well the hypotheses match the realities in the field.

Data collection and analysis of the methods have made it possible to confront the hypotheses with the realities of the field.

We put our main hypothesis on the lack of qualified people in terms of organization and management of sports events in the Togolese Karate Federation. We believe that this lack is the consequence of mismanagement of karate tournaments in Togo. The analysis of graph N° 6 reveals the absence of qualified people in the field of sports management in more than 80% of cases. The hypothesis being confirmed, it will influence the secondary hypotheses.

- Secondary hypothesis 1: The Federation has few material and financial resources to invest in the organization of tournaments, which explains the lack of interest from spectators. By rebound, the weakness in financial resources does not contribute to the promotion and development of karate in Togo. The interviewees specify this through graphs 4, 100% show that the FTK does not invest in the organization of events.

- The secondary hypothesis N° 2: the inexistence of a strategic guide for the organization of sports events constitutes a response to the absence of good management of events and is

represented in graph N° 7 with a rate of more than 80% of the respondents who say that there is no guide as such but that they are willing to accept a proposal for a guide for the organization and management of sports events.

- Secondary hypothesis N° 3: The Federation does not have official sponsors who can help it to give visibility to tournaments. Illustration in graph N° 9.

PART II: CASE STUDIES: 2011, 2014 AND 2017 TOURNAMENTS

CHAPTER I: PRESENTATION OF THE NATIONAL KARATE TOURNAMENTS: JULY 2011, JULY 2014 AND DECEMBER 2017 EDITIONS

1.1. Context

Karate competition is for the promotion of the art in general and to allow practitioners to confront other practitioners in order to gain practical experience of the teachings received at the club.

The Togolese Karate Federation is also part of this dynamic. To do so, it organizes Karate tournaments in Lomé and these are generally national competitions. We will focus on the tournaments organized in July 2011, July 2014 and December 2017.

Let us recall that the July 2014 tournament is a UFAK Zone 3 tournament whose organization was entrusted to the Togolese Karate Federation.

The 2011 tournament is discreetly placed under the name "Save the face of the FTK". It was organized in July 2011 by the members of the executive board of the Federation. On the one hand, this edition took place in order to convince the Ministry of Sports about the use of the 2009 subsidy and on the other hand that the Federation is still active in its activities. Indeed, from the beginning of 2009, the Federation obtained a subsidy for the activities of 2010. But no activities were organized. Sensing the likely threat of a withdrawal of the grant for the following years, the Federation found it best to organize a tournament in July 2011 to show that the grant received had been used. At this tournament, only twelve (12) clubs attended.

The UFAK Zone 3 tournament was organized from 1st to 5th July 2014 by the Togolese Karate Federation in Lomé, Togo. The UFAK Zone 3 tournament is a tournament organized between six (6) countries namely Burkina Faso, Benin, Ivory Coast, Niger, Ghana and Togo. This tournament is organized on a rotating basis between the six countries and it was Togo's turn in 2014.

The Togolese Karate Federation used the organization of this tournament to show the authorities in charge of sport in Togo that it has the goodwill to promote the art and therefore must be part of the ministry's concerns.

The December 2017 edition is mainly part of the regular end of year activities. It was, however, a tournament organized in accordance with the period when pupils and students are on

Christmas break to allow more people to participate. As we said, most of the karate practitioners are pupils and students. Twenty-seven (27) clubs were represented in this tournament.

1.2. The objectives of the organization of tournament

The main objective of the organization of the tournaments remains the promotion of karate in Togo. To this objective comes to be added other objectives which are

- Creation of a harmonious framework in karate by encouraging exchanges between the various existing clubs,
- The development of each other,
- Annual revitalization of the movement (karate in Togo)
- Prove the expenses to the Ministry of Sports and Leisure in relation to the subsidies obtained,
- Invite clubs outside Lomé to participate in a national event,
- To allow the national technical director and the national trainer to see the general level of the participants,
- To gather the maximum of practitioners of the clubs,
- To find new talents to integrate them into the Togolese national team,
- Affirm the autonomy of the Federation in the organization of events,
- Identify the number of existing clubs in karate,
- To bring in funds to the Federation through the purchase of licenses,
- To allow the practitioners to discover the styles practiced in other clubs.

CHAPTER II: THE ORGANISING COMMITTEE

Within the Togolese Karate Federation, there are several commissions: the grades commission, the technical commission, the arbitration commission and the organization commission.

As far as the organization of any sport event is concerned, the committee in charge of the organization is at the same time the organization commission. This committee works together with the refereeing committee and the technical committee. The organizing committee is composed of three (3) persons who are selected by the FTK board after an interview and after a test of practical and theoretical knowledge in karate. They are not salaried employees of the FTK but work as volunteers for a period of two (2) years renewable once. They report on their activities to the FTK Executive Board. They are not autonomous. They execute the programme imposed by the board and the national technical director.

The role of the technical commission is to specify the necessary materials to be used during the tournament, to help in the organization and in the running of the training courses before the tournament.

The refereeing commission does not intervene directly in the organization of the tournaments but contributes significantly during the referees' refresher courses before the tournament during one or two days of refereeing courses.

CHAPTER III: ANALYSIS OF THE THREE TOURNAMENTS

This part will be devoted to the analysis of the three tournaments to determine the strengths and weaknesses of the tournaments.

The first remark to be made in general is the similarity of the tournaments in terms of organisation. The small difference is relative to the UFAK Zone 3 tournament, given the presence of other countries.

In this respect, we note many shortcomings in the organisation.

First of all, the venue for the tournaments is only set up on the eve of the event, which makes the venue unattractive. Since the venue is only set up the day before, there are many things that are not set up; for example, the tatami is only brought in on the morning of the tournament and set up by the first competitors who are at the venue. Often, the venue is not one that belongs to the FTK. Since it does not have the infrastructure to host its events. So it is the basketball stadium that is most often used as the venue for karate competitions.

The rules of the tournament are not clearly defined. The duration and modalities of the matches should be established but are not. The event usually starts with a considerable delay, so that the event ends late in the evening. At the 2011 edition, there was a power cut and the whole stadium was left in the dark as there was no provision for a generator to take over in case of a power cut. The spectators, who are only churchgoers and some of their family members, are forced to light up their smartphones to illuminate the stadium. Entrance to the stadium is never conditional on the purchase of a ticket. It was free entry.

Even the announcement of the tournaments - those of 2011 and 2017, with the exception of the UFAK Zone 3 tournament - was only made a few weeks before the tournaments. This means that athletes are not really prepared psychologically before the event.

Some athletes allow themselves to come late on the day of the competition without being penalized in order to maintain the rigour and give the event authenticity because the practice of karate requires respect and rigour.

We noted an absence of a medical team during the 2011 and 2017 tournaments. For the Zone 3 tournament, there was a medical team but it is not really equipped. It is only a makeshift medical team.

The 2011 and 2017 tournaments were held over one day. The heats were held in the morning and the finals in the afternoon. This made the athletes really tired towards the end.

The Zone 3 tournament, on the other hand, was spread over five (5) days, i.e. from 1 to 5 July. This allowed the athletes to have a little respite to participate in the competition in good shape. During the tournaments, it was noted that the athletes did not wear the same kimono referring to their club. Everyone wears a kimono of their own choice. This is not really pleasant to see. The organizing committee is made up of resourceful people who have no proven competence in organizing and managing sports events. The tournaments have no sponsors and even the media are reluctant to come because the federation does not offer a substantial remuneration to the media. The only national television that comes to cover the event is only present at the final matches. There has never been a live broadcast of FTK karate events.

The FTK establishes a programme of activities but the schedule has never been respected. This explains the haste in organizing the tournaments.

The organizing commission exists but has never held preparatory meetings before the events and is not trained by the Federation.

Table 4: A SWOT analysis of the tournaments

	Opportunities	Threats
Externals	<ul style="list-style-type: none"> - Law N°2011-017 of 15 June 2011 on the charter of physical and sports activities in Togo, to be revised in 2021 - Emerging and promising sport promising, with a huge potential - Low use of sports managers who have the required diploma and who lack of sports management advice 	<ul style="list-style-type: none"> - Limited budget of the FTK - Karate remains unknown to the majority of the Togolese population - Lack of sponsors for karate events
	Strengths	Weaknesses
Interns	<ul style="list-style-type: none"> - Good will of the Federation to promote karate - Capacity of some clubs to mobilize their students - Availability of some members of the executive board 	<ul style="list-style-type: none"> - Staff reduced which limits the number of actions - Insufficient karate equipment - Lack of infrastructure - Limited number of qualified referees - Conflict of competence between the technical commission and the referee commission - Lack of coordination between the executive board and the commissions

CHAPTER IV: LESSONS AND RECOMMENDATIONS

The main lesson to be drawn from our analysis is that it is not enough to have an organizing committee or that the members of the Federation have the good will to promote Karate. It is necessary to follow a management plan and to coordinate resources in an optimal way so that the organization of tournaments can significantly impact the population. The other lesson is that it is important to have a solid base upstream in terms of qualified human resources to be trained in the field of organization and management of sports events.

Through these lessons, we find it appropriate to make some recommendations in the face of the difficulties and threats that we have taken care to summarize in the table below:

Table 5: Problematics and Recommendations

Problematics	Recommendations
Lack of coordination between the Executive Board and the various committees	<ul style="list-style-type: none"> - Clear definition of tasks - Respect for the hierarchy - have a sense of responsibility
The small number of members of the organizing committee	<ul style="list-style-type: none"> - Expanding the committee by recruiting new profiles
Insufficient karate materials	<ul style="list-style-type: none"> - Budget allocation for the acquisition of new equipment by the Ministry of Sport and Leisure
Lack of sports facilities	<ul style="list-style-type: none"> - Project to create sports facilities
Limited number of qualified referees	<ul style="list-style-type: none"> - Training of referees by experts
Conflict of competence between the Technical Committee and the Referees' Committee	<ul style="list-style-type: none"> - Respect for the hierarchy - Respect for the workload and procedures
Loss of motivation of volunteers	<ul style="list-style-type: none"> - Encouraging volunteers with some incentives - Enabling volunteers to act and express themselves freely
Lack of media	<ul style="list-style-type: none"> - Allocation of a media budget
Lack of sponsors	<ul style="list-style-type: none"> - Strategic search for sponsors and setting up a policy to attract them

CHAPTER V: EVENT ORGANISATION GUIDE

The objective of our study is to correct the shortcomings in the organization of tournaments; following the analysis of opportunities, strengths, weaknesses and threats related to the organization of tournaments, we propose a guide for the organization of sports events in this section. The aim of this guide is not to suggest a list of infallible recipes that will ensure the success of the event, but to remind future organizers of the fundamental questions to ask themselves and the essential steps to take in order to structure their approach and set up an organization capable of "delivering" the event.

We have drawn on certain sources such as the SENTEDALPS (Sports Event Network for Tourism and Economic Development of the Alpine Space) project and a web article written to propose a guide to the Togolese Karate Federation.

Our guide has three stages of implementation:

- The definition of the project
- The setting up of the organization
- The assessment and evaluation of the event

5.1. The definition of the project

This is the first step, and we will present it in the form of a table with essential objective and subjective questions that can help to achieve the event:

Table 6: Key questions for project implementation

Objective questions	Subjective questions
What ?	<ul style="list-style-type: none"> - What is the purpose of the event? - Nature of the project? - Does this project have a history?
Who ?	<ul style="list-style-type: none"> - Who is affected by the event? - Who is targeted by the project? How many people? - Who are the actors? - Who else is involved in the project? (partners, suppliers, third parties, etc.)
Where?	<ul style="list-style-type: none"> - Where will the event take place? - Municipality, venue, room ...
When ?	<ul style="list-style-type: none"> - When does or can the event take place? - Month, day, time ... - Since when? How often?
How ?	<ul style="list-style-type: none"> - How is the event organised? - With whom? Interest of a collective approach - steering group - Human resources? Material resources? Financial resources? - What communication? - What authorisation requests, procedures and compulsory declarations? (insurance, safety, health, copyright, staff declaration, etc.) - Establishment of a schedule with distribution of tasks
How much ?	<ul style="list-style-type: none"> - Preparation of the budget: expenses to be anticipated, expected income, possible financing
Why ?	<ul style="list-style-type: none"> - What are the objectives? - What is the satisfactory situation to be achieved? (evaluation criteria, indicators, etc.)

The answers to these questions will methodically determine what needs to be gathered in order to hold the event.

Ultimately, before organizing the event, one must determine the purpose of the event. Is it a tournament to determine the best club? Is it a tournament to identify the best performers among

the athletes to make or integrate them into the national team? To prepare them for international tournaments?

The answers to the question "who" will lead to reflection in the sense that the organizer, i.e. the FTK, should determine the people who are concerned and targeted by the event. The following factors can be taken into account: age group, gender, year of practice, grade. At this stage, one can also ask about other possible people or entities that can help in the realization of the event: the Ministry of Sports and Leisure, third parties such as equipment suppliers, etc.

All events take place in a public or private place. The Togolese Karate Federation does not have its own infrastructure to host events. At least not nowadays. Therefore, before each event is organized, it must determine the place where the event will take place. This venue must be determined according to certain key criteria: the accessibility of the venue, the number of people the venue can hold, etc.

The schedule or programme of the activity should be specified. This will allow the athletes to prepare themselves better and also the committees to coordinate their actions better. Therefore, a date must be notified and if it is a permanent activity, the frequency of the event must be defined.

Once the programme of activities is fixed, the Federation must look at the means it has for implementing the event. When we talk about resources, we mean human resources, financial resources and material resources. We propose in the appendix a sample budget for an FTK tournament and would like to point out that this sample is only indicative. The FTK should also consider the question of how the event should be communicated so that it can be publicized as widely as possible. Also on how the tasks should be distributed with deadlines that everyone should respect to avoid last minute scrambles. The venue and the athletes must be protected. Regarding the protection of the venue, it will be necessary to think about all that this entails, such as the guards at the car park to avoid theft of equipment and other things. The protection of the athletes will consist of taking out a group risk insurance policy or having a medical assistance contract with the hospitals. The provision of an ambulance will not be a trivial matter. In other words, when we talk about security, this also concerns the risk of fire and panic, which the FTK must anticipate in advance. Still in the sense of the safety of the premises and the people, it is important to set up a security service. All event organizers must take the necessary measures to guarantee the safety of both participants and the public: badges or armbands must be made out to clearly identify the various people in charge of the organization. This will make it possible to distinguish the real players from possible intruders. Queue management must also be implemented.

Even if it is a martial arts event and it seems that the participants are supposed to have defense techniques, it would be better to call in the police to supervise the whole place.

Often, at FTK events, we see the display of certain signs or flags for advertising purposes without the sponsors being officially authorized to display them. For this reason, at every FTK event, there should be a copyright on the event. This is to curb some of the private press photographers who come, not to cover the event, but to take pictures to put in their publications without paying anything.

The venue for the event should be kept clean and nicely decorated to remain attractive.

5.2. The setting up of the organizing committee

The first key player in an event organisation is the organisation team or committee. It is at the heart of all the actions. Therefore, it is necessary to set up an organising team, to define the commissions with specific missions and to designate the referents. This commission must be at the disposal of the FTK executive board during the whole competition.

- Relating to the management of the registrations:

The registrations of the competitors are managed by the organization commission which elaborates a summary table. The registrations will have to end for example one or two months before the effective holding of the event.

- Ticketing:

The executive committee shall determine the entrance fee and the participation fee as a competitor. A possible free entry as a spectator may be envisaged for minors and accompanied children. The executive committee may set reduced entry fees for certain groups (pupils, students and senior citizens). The executive committee will also be responsible for the printing of tickets in collaboration with the organising committee, which will be responsible for the sale of tickets.

- Invitations:

The executive committee lists the names of the various personalities to be invited and sends them private invitation letters.

- Accommodation of clubs or personalities outside Lomé

The Federation may have special agreements with certain hotel structures in order to benefit from special reductions on accommodation for delegations coming from the interior of the country. This agreement could have been valid for the accommodation of delegations from different countries during the Zone 3 tournament in 2014.

5.3. Estimated tournament budget

Table 7: Provisional budget table (figures are in CFA)

LIBEL	NUMBER	UNIT PRICE	AMOUNT
Stadium hire	1	30 000	30 000
Chairs and Accessories	75	100	7 500
Poster banners	4	25 000	100 000
Flyer	1000	25	25 000
Invitation cards	100	25	2 500
Printing and Photocopying	1000	10	10 000
Printing project documents	25	1 000	25 000
Medals	1500	100	150 000
Trophy	2	5 000	10 000
T-shirts	2000	500	100 000
Transportation	-	-	100 000
A3 advertising posters	25	50 000	125 000
Judges' and Referees' Allowances	20	5 000	100 000
Announcer	1	10 000	10 000
Sound system	1	50 000	50 000
Media Coverage	10	10 000	100 000
Athletes' bonus (the winners)	-	-	300 000
Support for referees	-	-	100 000
Hostesses	5	5 000	25 000
Security			150 000
Restoration			100 000
Hosting			75 000
Subtotal I	-	-	1 557 500
Unplanned			100 000
Overall total			1 657 500

VI. CONCLUSION

The topic was worded as follows: " case studies of togolese karate federation "FTK" tournaments: lessons from the impact and management of events in sports associations in Togo", was the fundamental theme on which our reflection was focused. Our objective is to make observations on the way tournaments are organized and managed because there are shortcomings at these levels, given that the tournaments of the Togolese Karate Federation do not have an impact on the public and this does not favour its visibility.

The first hypothesis is that the lack of qualified human resources in the field of organization and management of events within the FTK is a consequence of the poor management of tournaments. This is the only way to ensure that all of these factors are taken into account in the design of the project and in the implementation of the project.

To achieve the purpose of our research, we conducted surveys that led to the collection of qualitative and quantitative data. The surveys finally led to the following analytical categories: data collection and analysis of methods allowed us to confront the hypotheses with the realities of the field.

Thus, all the analyses of these data allowed us to embark on this detailed work.

The realization of graph N° 6 related to our basic hypothesis reveals that more than 80% of the members of the Togolese Karate Federation have not received any training in organization, management and management of sports events and more than 80% of the clubs do not also have these resource persons. This shows the existence of a real problem and this weakens the organization of tournaments in the Togolese Karate Federation in Togo. Without any qualifications in this field, it is not easy to get results.

This hypothesis being confirmed, it has influenced the three other hypotheses which we classify as secondary hypotheses.

Through the results of graph N° 8 we could clearly see that the survey shows an insufficiency of financial resources of the FTK to properly invest in tournament events.

Graph 7 shows the non-existence of a practical guide for the organization of sports events to be followed by the FTK.

Graph 9 shows that the FTK is in need of sponsors to help them financially in one way or another in the event so that it is more visible.

Taking into consideration all of the above with regard to the hypotheses stated, the results of our surveys sufficiently confirm that these hypotheses are true. To this effect, we can justifiably

conclude that the karate tournament events organized by the Togolese Karate Federation are not strategically well organized and managed.

During our research, we were confronted with difficulties. The main difficulty is related to the absence of a library dedicated to the field of sports or archives at the Togolese Karate Federation to enable us to better document certain aspects of karate and its evolution in Togo.

Another difficulty is related to the respondents who are not very talkative on certain points concerning the questions we ask them for fear of being located and targeted by the members of the executive board of the Togolese Karate Federation despite the assurance we gave them on the total anonymity of the treatment of the information we receive from them. Discretion took precedence over their effective collaboration.

As far as sports training is concerned, there are several universities in some African countries, in Europe or in Asia that offer it. The Department of Sports Organization and Management at the University of Peloponnese offers courses in Olympic Studies, Olympic Education, Organization and Management of Olympic Events, where all the main aspects of the organization and management of sports events are taught.

From what we have said, we can already envisage a new line of research.

Obviously, we could ask ourselves now why the Ministry of Sports and Leisure of Togo does not send students or managers of sports federations to study in universities that train effacement in the field of sports to better organize and manage for a better visibility of sports in Togo.

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APPENDIXES

APPENDIX : QUESTIONNAIRES

Dear Sir or Madam

This questionnaire aims to collect data for a research on "case studies of togolese karate federation "FTK" tournaments: lessons from the impact and management of events in sports associations in Togo of the Programme of Master's Studies "Olympic Studies, Olympic Education, Organization and Management of Olympic Events". We kindly ask you to answer the following questions objectively

1. Mark a cross in the box corresponding to your answer
2. For open questions, fill in the lines in front of the question.

In order to respect the usual ethical rules of scientific research, we will proceed in such a way that your answers are treated anonymously. We would like to thank you in advance for the sincerity of your answers and your cooperation.

SECTION A: IDENTIFICATION OF SURVEYS

ORDER NO.	QUESTIONS	CODES AND MODALITIES
Q01	Gender	Male <input type="checkbox"/> Female <input type="checkbox"/>
Q02	Age	
Q03	Sports course	
Q04	Occupation	

SECTION B: KARATE PRACTICE AT CLUB

ORDER NO.	QUESTIONS	CODES AND MODALITIES
Q05	What is your function(s) and position(s) in your club?	Volunteer <input type="checkbox"/> Employee <input type="checkbox"/> Volunteer <input type="checkbox"/> President <input type="checkbox"/> SG <input type="checkbox"/> Councillor <input type="checkbox"/> Other (please specify) <input type="checkbox"/>
Q06	What style(s) of karate does your club teach?	Shotokan Ryu <input type="checkbox"/> Shito Ryu <input type="checkbox"/> Wado Ryu <input type="checkbox"/> Goju Ryu <input type="checkbox"/> Other <input type="checkbox"/>
Q07	How old is your club?	
Q08	: Does in your club is someone with proven experience in sport management or in another club that you know?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Q09	Do you have a guide for organizing karate competitions in your club?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Q10	Has your club ever participated in a tournament organized by the FTK	Yes <input type="checkbox"/> No <input type="checkbox"/>
Q11		Male <input type="checkbox"/> Female <input type="checkbox"/> Yong <input type="checkbox"/> Adult <input type="checkbox"/>

	What type of audience are you targeting?	
Q12	How many members are there in your club?	0 à 15 <input type="checkbox"/> 15 à 30 <input type="checkbox"/> 30 à 45 <input type="checkbox"/> More than 45 <input type="checkbox"/>
Q13	What is the financial situation of your club's fund?	0 - 50 000 FCFA <input type="checkbox"/> 50 000 - 100 000 FCFA <input type="checkbox"/> 100 000 - 500 000 FCFA <input type="checkbox"/> More than 500 000 FCFA <input type="checkbox"/>
Q14	What are your upcoming projects?	
Q15	What are your club's decision-making authority?	The General Assembly <input type="checkbox"/> The board of directors <input type="checkbox"/> The club leader <input type="checkbox"/> The highest ranking officer <input type="checkbox"/> Nobody <input type="checkbox"/>
Q16	How does your club operate?	

QUESTIONNAIRE ADDRESSED TO THE MEMBERS OF THE EXECUTIVE BOARD OF THE TOGOLESE KARATE FEDERATION

Dear Sir or Madam

This questionnaire aims to collect data for a research on " case studies of togolese karate federation "FTK" tournaments: lessons from the impact and management of events in sports associations in Togo of the Programme of MASTER'S Studies "Olympic Studies, Olympic Education, Organization and Management of Olympic Events". Please answer the following questions objectively.

1. Put a cross in the box corresponding to your answer
2. For open questions, fill in the lines in front of the question.

In order to respect the usual ethical rules of scientific research, we will proceed in such a way that your answers are treated anonymously. We would like to thank you in advance for the sincerity of your answers and your cooperation.

SECTION C: ABOUT THE TOGOLA KARATE FEDERATION

ORDER NO.	QUESTIONS	CODES AND MODALITIES
Q17	How are decisions made in the FTK Executive Board?	By the statutes <input type="checkbox"/> By the internal rules <input type="checkbox"/> By tacit agreement <input type="checkbox"/> Improvisation <input type="checkbox"/>
Q18	What are the decision-making authority?	The General Assembly <input type="checkbox"/> The Board of Directors <input type="checkbox"/> The Executive Board <input type="checkbox"/> The President <input type="checkbox"/>
Q19	Is the status respected?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Q20	Who manages the fund?	President <input type="checkbox"/> treasurer <input type="checkbox"/> Secretary General <input type="checkbox"/> Other <input type="checkbox"/>
Q21	Does the Federation have a bank account with a good provision?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Q22	If so, how is the account managed?	
Q23	Is there an athlete care policy?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Q24	How are athletes trained physically and psychologically?	FTK camp <input type="checkbox"/> Weekday training <input type="checkbox"/> Everyone trains in their own club <input type="checkbox"/> Medical follow-up <input type="checkbox"/> No follow-up <input type="checkbox"/>
Q25	According to which programme are the tournaments organized?	Annual planning <input type="checkbox"/> Spontaneous initiative of the executive board <input type="checkbox"/> No annual planning <input type="checkbox"/>
Q26	If there is an annual schedule, is it respected?	Yes <input type="checkbox"/> No <input type="checkbox"/>

Q27	How are athletes rewarded after competitions?	Medals + others <input type="checkbox"/> Medals <input type="checkbox"/> Depending on the fund <input type="checkbox"/>
Q28	Are sports events covered by the media?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Q29	If so, what are the media?	Television <input type="checkbox"/> Radio <input type="checkbox"/> Newspapers <input type="checkbox"/> Poster advertising <input type="checkbox"/> No media <input type="checkbox"/>
Q30	If not, how is the message delivered?	Word of mouth <input type="checkbox"/> Through social networks (WhatsApp, Facebook, etc...) <input type="checkbox"/>
Q31	Are the sports events financially supported by one or more external organization (e.g. sponsors)?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Q32	If so, which ones?	Ministry of Sport and Leisure <input type="checkbox"/> Official sponsors <input type="checkbox"/> Honorary members <input type="checkbox"/> Other <input type="checkbox"/>
Q33	Do you think that tournament events are well organized, managed and have a significant impact on the population?	Yes <input type="checkbox"/> No <input type="checkbox"/> Fairly <input type="checkbox"/> Not at all <input type="checkbox"/>
Q34	Does the FTK executive board have an experienced profile in the organisation and management of sports events?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Q35	Do you have a guide for organizing karate Tournament?	Yes <input type="checkbox"/> No <input type="checkbox"/>

SECTION D: MAINTENANCE GUIDE FOR THE MEMBER OF EXECUTIVE BOARD OF THE TOGOLA KARATE FEDERATION

Questions	Aims
Presentation of FTK	- Making the history of the FTK
Organization and functioning of the federation	- Determine the number of clubs that make up the FTK - To know how the different structures work - To know the organization chart of the FTK
Human resources	- To know the number of practicing license holders and athletes of the clubs affiliated to the FTK - Determine the different categories of clubs - the different commissions of the FTK - the external bodies of the FTK
Local, national and international partnership	- Identify the different partners and their level of involvement
What place does the FTK occupy in the ministry in charge of sport in Togo?	- To know the FTK's priority vis-à-vis the Ministry of Sport and Leisure
Guide to organizing and managing karate tournaments	- Whether FTK has a guide - Whether a proposal for a guide would be welcome
What are the FTK's plans for sports events in Togo?	- to know the visibility of karate in Togo - To have an idea on the future perspectives of karate in the country

ILLUSTRATIONS:

Pictures A: Karate events (tournaments)

Pictures B: some clubs

Pictures A:





Pictures B :





T H A N K S