

WOMEN'S FOOTBALL IN TOGO: ORGANIZATIONAL ANALYSIS AND SUGGESTIONS FOR ITS DEVELOPMENT

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Abstract: *The aim of this study is to understand fundamentally the organizational and functional problems of the Togolese football federation, and especially those which prevent the development of women's football in Togo. The strategic analysis of Crozier and Friedberg (1977) and the organizational approach of Friedberg (1993) served as a theoretical framework to appreciate the organization of women's football in Togo and to make suggestions for its development. A qualitative survey of 27 subjects (4 members of the federation, 15 league members and 8 club leaders) revealed that the organization of women's football in Togo is done empirically, without a real action plan despite the existence of a central committee for women's football.*

Key Words: *Organization, Women's football, Strategy, Development.*

1. INTRODUCTION:

The sport, which was long regarded as a purely masculine activity (Louveau, 1986, Héricourt, 1900)¹, mobilizes both men and women for its practice. The organization of the Women's Seniors World Cup in China by the International Federation of Football Association (FIFA) in 1991 and the first women's championship at the 1996 Olympic Games in Atlanta reveal the ability of women to participate in sport. In 2007, FIFA estimated that some 26 million women and girls are involved in football in 180 countries around the world. In Africa, the final report of the regional women's football seminar in Accra in 2007 indicates that the first women's teams were born in 1960, the year of independence. The good performances of Nigeria and Ghana in the world cups and Olympic tournaments, the impressive technical, tactical and physical level of the game of countries like South Africa, Cameroon, Equatorial Guinea, Tunisia etc. show that women's football is making great strides on the African sports scene. In Togo the practice of women's football appeared around 1970 through the teaching of Physical Education (PE). It became a federal sport in 1996 (Mennesson, 2005)² with three major competitions: the Maman N'danida Cup, the Bella Bellow Cup and the Togo Cup. However, after more than four decades of practice since its appearance, Togolese women's football is not really taking off despite the creation of the permanent women's football commission (structure in charge of its organization), within the Togolese Football Federation. Faced with this, an organizational analysis of the Togolese football federation and particularly of the permanent women's football commission is necessary to understand the functioning of these structures and the problems that hinder the development of women's football in Togo.

2. FRAMEWORK OF THE STUDY:

2.1 Presentation of Togo

Located on the coast of the Gulf of Guinea, between Benin at the east, Ghana at the west and Burkina Faso at the north, Togo is a country of West Africa with an area of 56,600 km² and a population estimated at 5,753,324 inhabitants after the 2010 census. This population is composed of 2,799,086 men (48.7%) and 2,954,238 women (51.3%), namely 95 men per 100 women. The dominant number of women is an asset for the practice and development of women's football.

In Togo, the spread of the practice of physical and sports activities after independence in 1960 led to the creation of several federations and the National Olympic Committee of Togo (NOCT) in 1963. The NOCT is the national sports governing body of federations. For the institutionalized sport as a whole, there is a hierarchy at 6 levels. At the base, there are the clubs where the athletes gather. The Federal Sports Organization then brings clubs into districts. Each district has at least six clubs. These districts are formed into leagues, themselves under the direction of the federations. To the Leagues corresponds areas of development of sports disciplines including football. The federations are under the direction of the Togolese National Olympic Committee and under the supervision of the

Ministry of Sport and Recreation (Houedakor, 2010)³. The Ministry of Sports and Recreation is responsible for the implementation of the Government's sports policy. It develops, promotes and supervises sports development programs, as well as actions and programs that contribute to the expansion of leisure. Among the federations that are under the NOCT and attached to the Ministry in charge of sports, is the Togolese Football Federation (TFF). In Togo, the management and organization of football are entrusted to the TFF. Founded on 24 January 1960 in Lomé in accordance with Act No. 40-484 of 1st July 1901, it became a member of FIFA and ACF in 1962 and of the Union of West African Federation (UWAF) in 1972. It is governed by the legal and regulatory texts in force in the Republic of Togo. It receives grants from the State for the organization of national, international competitions and for the acquisition of heavy sports equipment. It is made up of clubs, leagues, and associations which operate according to specific statutes and regulations approved by it and aim among others to:

- constantly improve, promote, control and regulate football throughout the national territory by implementing youth development programs;
- organize football competitions in all its forms at national level, defining, if need be, precisely, the competences granted to the leagues that comprise it. For its organization and functioning, the TFF includes bodies such as the congress, the executive committee, the general secretariat and several commissions, including the women's football committee whose role is to organize its competitions in collaboration with the competition organization committee and to address all issues relating to women's football. However, it is clear that since its creation in 1998, it lacks strategies to organize and popularize the practice of this sport in Togo. It is composed of a president, a vice-president and five members, co-opted in large part for friendship and without any notion in the organization and management of football. In Togo, women's football has evolved into four phases.

2.2. Theoretical frame

To study the organization of women's football in Togo and make suggestions for its development, organizational and strategic approaches are particularly relevant. They are based on the assumption that every organization has its own objectives and is structured by both formal and informal systems. It is influenced by the environment that is constituted of individuals with different objectives and strategies (Chifflet⁴ 1995; Crozier and Friedberg⁵, 1977; Friedberg⁶, 1993 et Tito⁷, 2010).

The organizational approach focuses on the "organizational processes that shape, stabilize and coordinate the behavior and strategic interactions of a number of actors whose interdependence makes cooperation indispensable, but they keep all a degree of autonomy" (Friedberg, 1993: 21). It applies equally to

"the analysis of economic activity and that of political action, to the study of the structure of a product market and to the organization of the field of public intervention, or that of artistic creation or the genesis and diffusion of scientific discoveries and innovations. In all cases, it is a question of understanding how a competition space (of rules of play) is constituted and organized socially between mutually dependent actors around a problem that they cannot solve on their own, and for the solution to which they therefore need the cooperation of partners" (Friedberg, 1993).

It is therefore appropriate for the analysis of the organization of women's football and the suggestions for its development in Togo. The same approach is concerned with the collective action of men. The latter are considered as strategic actors whose "behaviors are the expression of intentions, reflections, anticipation and calculations" (Friedberg, 1993). They pursue what they consider to be their interest. But to achieve their goals, they sometimes need to get input from other actors and then be in a situation of interaction. According to Friedberg (1993), the processes that connect actors are based on a substratum of power. It is conceptualized as a "negotiated trading relationship of behavior". He stresses that power relations are not only conflictual: "they always include a collusive dimension insofar as each actor to improve his own position seeks to reduce the choices of his partners and contributes to the stability of the relationship" (Friedberg, 1993). Thus, exchanges between the actors induce a structuring designed to make possible and to maintain a minimum of cooperation between the practitioners. If it is possible to observe empirically the regularities of relations between actors; it is that there is "a play structure that achieves this coordination and integration of the different, if non-confrontational, strategies of the different participants" (Friedberg, 1993). This articulated ensemble of games, whose rules and mechanisms of regulation structure the processes of interaction, is a producer of a local order. To better understand the organization of women's football in Togo, systemic analysis will be of great use to us. But what does Friedberg say about the system in terms of organization?

Speaking of the limited impact of system formation in an organization, Friedberg (1993) notes that "the analysis of organizations traditionally distinguishes between formal and informal structures. The first corresponds to the official and codified part of the structure, the second refers to the functioning of practices, interactions and relations not officially envisaged, even clandestine and occult, which form what, might be called a second parallel reality, in opposition to the first".

Thus, on the one hand, it exists the "logic of efficiency" embodied in the formal structure, on the other the "logic of feelings" (developed by the "human relations movement" with (Elton Mayo) in the informal structure. This vision is not fair because "the formal structure is not independent of the field of forces it shapes (...) in so far as it is taken and integrated into the behaviors and practices of the actors who use it both as protection and as a resource in the transactions and negotiations they maintain with each other "(Friedberg, 1993).

The idea of a system implies that there is an articulation of the roles of each in a set internalized by the actors, and in which inter-individual relations are constructed. If these relations are structured by formal elements (status, objective, regulation, ...) which reduce the possibilities of autonomy of the members, the system is not an intangible and external data to actors; it is at once content and content, structure and process, constraint for human action at the same time as its result. It presents an official face, the formal system, and an adapted face, the informal system, that is to say the operating procedures accepted by all but not foreseen in the official information.

In the organizational approach, therefore, the system can only be explained by the action that institutes and re-establishes it, and "action only makes sense to a system" (Friedberg, 1993). Thus, the use of the notion of system makes it possible to formulate hypotheses of research on the existence of a minimum of order and regularity behind the apparent strategy of power of the individual and collective actors placed in a situation of strategic interdependence in a given area of action. So, considering the Togolese Federation of Football (TFF) as a system of actors or action space, the use of the notion of system will serve to dismantle the institutional mechanisms, structural arrangements and power balances that link a set of empirical actors concerned by the organization of practice and the development of women's football in Togo.

3. STATE OF THE PROBLEM:

For the development of women's football, FIFA recommended to the confederations and federations to improve the organization of this football, to organize regular competitions in all categories and to train the players as well as the women coaches, referees and doctors, etc. In Togo, the Federation, and particularly the Central Commission of Women's Football, is responsible for organizing this discipline at the level of women and girls across the country. Although the theoretical approach and the concepts used by the sociologists of the organizations remain the foundation of the study of the organization of women's football, they cannot be applied simply by transposition to this type of organization. Since the league and the clubs are entities of men with precise objectives, they can each one be considered as an organization. These different organizations, which deal with women's football in Togo, are certainly functional (organizing and participating in competitions), but also relational (system of action). At the level of each organization, there is certainly cooperation, potential rivalries between the different members. They finally come to an agreement to achieve the goals assigned to women's football. The study of "organizations" itself requires the use of the concepts of actors, power and strategies developed.

At the national level, the analysis of the organization of women's football requires knowledge of the federation with its various actors and then the demonstration of their relations in order to deduce the system from the informal but also real and genuine rules that structure the organization, organization of women's football in this national space. The same rules must be applied to leagues and clubs.

This presentation of the axes of study allows this level of theoretical reflection to summarize the problems related to the organization of women's football. Thus, research must:

At the level of the TFF

- describe the formal system of the federation, leagues and clubs: statutes, organizational chart, distribution of tasks, official objectives, budget, regulations, formal relationship with the environment;
- understand the functioning and objectives of those in charge (relationship of power);
- Identify the strategies developed by the various actors involved in the organization.

At the league level

- Identify the types of relations between this organization and its hierarchy (federation and ministry) on the one hand, and between it and the clubs on the other.

At the club level

- seek to understand the strategies developed to increase the number of licensees, to seek funding, and to encourage regular participation in various competitions;
- Identify the rules imposed either by the federation, by the leagues, or by other proceedings (ministry, National Olympic Committee, etc.) to better appreciate the importance of the informal rules that structure the relations between the clubs and its various partners (concrete action system).
- Identify the role and power of the more or less charismatic individual actors who can help the survival and development of clubs.

3.1 Hypothesis

The poor organization and mismanagement of Togolese football structures are hampering the development of women's football in Togo.

4. METHODOLOGY:

As part of this study to analyze the organization of women's football in Togo and to make suggestions for its development, the choice of sample and the tools of investigation are very decisive for achieving concrete and convincing results. It is important to start from the experience and behavior of actors to reconstruct their logic of action (Tito, 2010). The structuring of the situation and of the space of action, in terms of actors, stakes, interests, games and rules of the game, were the elements that contributed to giving meaning and certainty coherence to this experience (Friedberg, 1993). Clinical and qualitative methods were therefore favored (Tito, 2010). First observation; it is used to better appreciate the reality on the ground. Its objective is to see the actors in a practical situation and to see on the ground the elements that hinder or promote the development of women's football in Togo. It is necessary because it reflects the actual behavior of the actors and makes it possible to appreciate the dynamics of their actions. Then the documentary exploitation; it was first used to collect information relating to the organization of women's sport, women's football in the world in general and Togo in particular. We have exploited the texts and regulations related to the organization of sports structures in Togo. We have also consulted theses and dissertations on the organization of sports disciplines such as football, basketball, rugby, etc. Finally, semi-directive interviews; they were necessary because, according to Chauchat⁸ (1990), the functioning of individual or collective thought can only be grasped by a method such as the interview which allows subjects to express themselves in their themes, to use both their concepts in a reasoning that is theirs, logical or not, whatever. Twenty-seven (27) subjects, as follows, were interviewed: four (04) members of the federation (the vice-president, the general secretary, the chairman of the organizing committee and the president of the central football commission, five (05) league presidents, five (05) league secretaries, five (05) league treasurers, four (04) club presidents and four (04) club treasurers. The texts of the transcribed interviews were divided into units and then classified into categories following a grouping by analogy (Bardin, 1998)⁹. This categorization permit to identify the stone of meaning which constituted the themes whose frequency of appearance served as a guiding principle for the transversal thematic analysis (Bardin, 1998).

5. RESULT:

5.1 Characteristics of the different organizations responsible for Togolese women's football

The women's football organization in Togo brings together a number of players and mobilizes a large number of players in the field. The interdependence between the actors, the characteristics and the functioning of the different organizations responsible for Togolese women's football are important data to promote success or cause the failure of the discipline. The organizations are: the Togolese Football Federation (TFF), the leagues and the clubs. The TFF includes organs such as the congress, the executive office, the general secretariat and several standing committees, including the Women's Football Committee. The president of the federation legally represents this structure in all circumstances. He is responsible for the implementation of the decisions of the Congress and the Executive Board (EB). He controls the work of the General Secretary and is responsible for the relations between the TFF, its members and other national and international associations (Union of West African Federations (UWAF), African Football Confederation (AFC) and International Federation of Football Association (FIFA) related to football.

Within the Federation, the Women's Football Committee organizes its competitions in collaboration with the Committee for the organization of competitions and deals with all matters relating to women's football. It is composed of a president, a vice president and five members. This committee works in connection with the technical development committee, which is responsible for analyzing the main aspects of football training and technical development. It is composed of a president, a vice president and seven members. Collaboration is also with the Referees' Commission, which teaches the laws of the game, refers to the referees for the competitions organized by the TFF and for the matches abroad for which it is required. It studies the reports of the match commissioners on the referees. It establishes each year the official list of referees in order of merit. It is composed of a president, a vice-president and seven members.

As organizational structures, come after the federation, leagues, districts and clubs. The leagues have the same mode of administration and operation as the federation. They regroup the districts on the territory allotted to their admission, institute administrative subdivisions in the form of districts and sub-districts. They organize, develop and control in their territories the practice of football in all its forms. The TFF has 14 leagues.

Each league has a women's football commission with the following responsibilities :

- to study all questions relating to the practice and regulation of women's football in the categories defined by the federation;

- to receive the regulations drawn up for all the competitions and all the events reserved for the women's teams. It shall examine them and forward them with reasoned opinion to the Committee on Statutes, Regulations, Qualifications and Penalties which has the power to approve them;
- participate in the propaganda and information work pursued by the league, in all matters pertaining to the practice of women's football;

Another organizational structure is composed of clubs. They are the basic structures, promotion and development of women's football. They bring together people who want to practice women's football or contribute to the development of their practice. They have an executive office comprising a president, one or two vice-presidents, a secretary, a treasurer and advisers. The office manages the activities under the authority of the President. Apart from the usual activities, the clubs organize events in order to collect funds under the conditions provided for by the legislation in force.

5.2 Systemic analysis of the different organizations responsible for Togolese women's football

The analysis searches to reconstitute the circle of actors who take part directly or indirectly in the organization of women's football in Togo. It searches to understand in reality how is structured the exchanges between actors (federation, leagues and clubs) in order to resolve the problems of organizing competitions during the seasons in a formal and informal way.

The fundamental problem that brings together the three groups of actors is the organization and regulation of the various competitions (the Maman N'danida Cup, the Bella Bellow Cup, the Togo Cup) between the selections of the fourteen leagues. Indeed, the competitions organized by the federation regroup the selections of the leagues in a punctual way to constitute a national selection.

Faced with this common problem, different objectives are set by the actors. However, the general objective common to all players is to develop the practice of women's football and to form a national selection to represent Togo validly on the international level. Achieving this goal requires:

- **On behalf of the federation**
 - scheduling of matches;
 - writing of competition regulations;
 - mobilization of the financial, material and logistical resources necessary for the success of the season.
- **From the leagues**
 - the organization of interclub championships to select the best players;
 - the choice of training place;
 - nominate the technical staff;
 - the mobilization of financial and material resources for the supervision of selection.
- **From clubs**
 - training of players
 - setting at the disposal of the leagues the players.

To compete and perform well, the leagues conduct informal negotiations with clubs from other leagues in the country and clubs from neighboring countries such as Benin, Ghana and Nigeria in order to present a better selection. About the league selections, the president of the Kara league states: "the selection of girls is a big brain teaser, our teams are made up of 90% of the students spread over five prefectures. They train twice a week on Wednesday and Saturday afternoons. Moving players for training costs us a lot of money. The federation does not finance the organization of women's club championships in the leagues. A few patrons (of arts) help us". The establishment of licence to foreign players is negotiated between clubs, leagues and federation. But this situation does not benefit the TFF because the foreigners refuse to play in the Togolese national team and prefer to play for their country. Interviews show that clubs struggle to organize their groups. However, it should be noted that the absence of a national club championship and the stopping of competitions of the federation for several years following the crisis of the federation caused by the lone management of the organs of the TFF by the president, coupled with the dysfunctions found in the Executive Board and the opacity in the management of funds by the president and the general secretary have created a demotivation within the structures of management of women's football. The vice-president of the federation said "following FIFA's request to allocate 15% of the Financial Assistance Program (FAP) funds to the development of women's football, the new office elected from the 5th November 2010 congress wants to focus a particular accent on the re-founding of this football. The Standing Committee on Women's Football is responsible for organizing reflection days with club and league presidents to diagnose the trouble that delay the outbreak and propose appropriate guidelines.

The various methods and means implemented by the actors for the organization of women's football in Togo will be the subject of strategic analysis.

6. DISCUSSION:

6.1 Strategic analysis of the different actors responsible for the organization of Togolese women's football

The strategic approach highlights the structure of cooperation and opposition between a set of actors and the resulting logic of functioning. It complements the systemic analysis that "describes and demonstrates concretely the institutional mechanisms, structural arrangements and power balances that link a set of empirical actors concerned by a given common problem and regulate their transaction" (Friedberg, 1993 : 233). Chifflet¹⁰ (1987) shows that the strategy of the actors tries to modify the system and to influence its functioning in order to obtain the maximum benefits (gains) and to minimize losses (failures). The players of the system, through a margin of maneuver, choose their strategy in the games that are imposed on them. Thus, to account for this analysis of this study, the actors are grouped by category: leaders, partners and the media.

6.1.1 From the objective of development of women's football to personal social advancement Strategies of the leaders of Togolese Football Federation

The various actors interviewed all (100%) acknowledge that the TFF's objective is to promote and develop women's football in Togo. This definition of the objectives, the role of each actor and the division of tasks to achieve these objectives are defined in various texts governing the federation. Despite this, several actors affirm that the texts are not respected on several levels.

At the level of the leaders of the Executive Board (EB) of the federation : their strategy was manifested in the structures of decision-making. Indeed, as Oyaï¹¹ (2007) says, it is at the level of these structures that everything is played out: the general and sports policy, the development plan, the budget allocated to the various activities, sanctions. The decision-making structure is revealed as an area whose power allows to control the TFF. It serves as a springboard for ambitions and strategies of all kinds. Leaders are motivated by their recognition by the general public (political ambition), financial and material bait, the search for social integration, cultural and tourist flourishing (missions abroad). This motivation for recognition and personal advancement, which characterized the members of the EB and its President, was the basis of the great crisis that paralyzed the activities of the TFF from 2006 to 2010. Before this crisis, the observation revealed the president's lonely management of the organs of the TFF, coupled with the dysfunctions found in the Executive Board and the opacity in the management of the funds by the president and the general secretary. These situations have created a demotivation within the management structures of women's football. After the crisis, the new vice-president declared "the current office is trying to reconcile the actors of the sport king by creating a framework of reflection and consultation of the actors. We (EB) multiply meetings so that each commission can take stock of its mission. This in order to patch up the broken wires for the return of harmony and serenity within the national sport king community. It is necessary to complete the legal order of the TFF by elaborating and adopting texts such as: the disciplinary and ethical code, the internal organizational regulations, the financial regulations, harmonized texts governing leagues and clubs, codes of conduct for national teams. Women's football is poorly organized and its good organization will depend on solutions to all the problems that undermine this sector. Nevertheless, the restoration of the competitions is of personal concern to the president of the federation. That is why he personally financed the training of 30 female coaches by 02 experts from the German federation in collaboration with the Togolese National Olympic Committee and the German National Olympic and Sports Committee ".

6.1.2 At the level of league leaders

The interviews show that the strategy of the leaders of the leagues is to hold informal meetings with deputies, mayors, local political authorities, some sponsors to obtain special grants. Although the statutes define their roles, they have very little involvement in the implementation of the tasks related to the organization of women's football matches. What worries them is to do everything possible to have a place in the EB or in a federal commission. They find it hard to take care of women's football. To this end, the president of the Atakpamé league declared "it is very hard to take care of women's football. The women's football committee does not play its part. People occupy positions for form. The functioning of this commission could be better if it is composed mostly of former football players who are more dynamic.

If the promotion and development of women's football in Togo falls within the formal system (statutes, rules of procedure and other texts of the federation and the leagues), it is doubled by an informal system (Crozier and Friedberg, 1977; Cox & Thompson¹², 2000; Tito, 2010) whose manifestation is the behavior and attitude of the leaders of the federation and the leagues in the management. But what are the managers of the clubs doing.

6.1.3 From personal social promotion to a timid promotion of women's clubs

At club level, club leaders are mostly businessmen. They pass through the women's teams to make their businesses prosperous, to have the recognition of the general public, to occupy positions in football management

structures (districts, leagues and federation). To make their actions more visible, they gather an association. This is the case of the Association of Women's Clubs of Togo presided by Leo Glokpor and WOFUT (Women Football United of Togo) presided over by Antoine Kokou Zougbor known as APOTO. But despite the lack of financial, material, and lack of a regular championship, club leaders take individual initiatives to organize tournaments and sensitizing the parents of girls to participate in these tournaments. To this end, the President of WINNERS CLUB of Lomé declared that "despite the absence of sponsors in the Togolese women's football, I personally initiated the APOTO Trophy for a few years to allow clubs to test the players in the absence of the league competitions and the federation. It allows me to motivate the players by distributing the school supplies to them. For apprentices, I pay the apprenticeship contract fee to keep them in my club". Club leaders, through their behaviors, emphasize the importance of their roles in the system of action (Crozier and Friedberg 1977; Friedberg 1993). By taking initiatives, they mark their autonomy in associations through differentiated strategies.

These different strategies developed by the actors of the development of women's football in Togo also depend on their relation to the environment represented mainly by the sports press and the ministry in charge of sports.

The sports press

The sports press plays an important role in the development of women's football by influencing the population through television, newspapers and radio. Due to its strategic position, the press has assets to influence the players. Journalists try to make their contributions through programs, newspapers, surveys, interviews and reports. The press is an area of uncertainty that all players in football are trying to control. Taking advantage of the importance and attention that all actors attach them, journalists use their organs as a counter-power. They influence the decisions of the federation, the leagues and other players by criticizing the sports policy, criticizing the leaders of the federation, the leagues, the clubs, criticizing the players and the parents of the players, sporting public. Journalists can make or break opinions, suggest or direct ideas or desires, manipulate the entire world of Togolese football. They take advantage of their situation to promote club presidents and leagues.

The Ministry of Sports and Leisure

It is the supervisory ministry of the football federation; it manages the sports infrastructures and is the main backer of the federation. Its strategy is not only to continue to subsidize the federation, but also to rely on the Direction of School and University Sports (DSUS), to organize women's football championships in different categories of age in order to put talents available to the clubs.

6.1.4 From differentiated strategy to common suggestions for the development of women's football

The strategies of the players, although based on the identities, interests, desires, projects of the various partners (Friedberg¹³, 1993; Tito¹⁴, 2015), did not allow the women's football in Togo to emerge. However, the same players unanimously recognize that for the development of women's football, it is necessary to:

- initiate, with the assistance of FIFA and ACF, training and retraining courses to familiarize the different actors with the new standards for the management of women's football;
- place at the head of the women's football commissions of the different leagues, women leaders capable of changing the bad representation of the women's football by the population;
- put in place a policy for the development of women's football;
- Improve relations with the Ministry of Sport and Leisure (MSL) to organize regular school and university championships. In this regard, the vice-president of the federation declares that "school and university sport is the great provider of talent for the development of elite sport in TOGO on the male level. The development of women's football must follow the same path "(other place);
- establish mixed football training centers for the younger, junior and minors;
- organize a first, second and third division national championships and find special sponsors for women's football;
- Create a national technical direction with qualified staff, effective logistical resources and adequate financial resources to enable the national technical director to develop football development programs and plan the activities of the TFF.

7. CONCLUSION:

The organizational analysis of women's football in Togo shows that the development of this sport is facing enormous financial, material and organizational difficulties. Its organization poses real management problems and the various crises that the federation has experienced since 2006. Although the players have had different kinds of strategies in the management and the emergence of this sport, they all recognized that its development passes through the reinforcement of the State subsidy, the management of the women's football commission by leading women, the organization of the school championship and the national championship of women's football.

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