

The impact of COVID -19 pandemic on the professional sport in Algeria.

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Abstract:

The Object of the study aims to reveal The unprecedented impact of Covid-19 pandemic on professional sport in the world generally, and in Algeria specially, Especially with regard to the financial aspect , for this purpose, we used the descriptive method in order to achieve accurate results On a sample composed of 30 managers as a board of directors, from 05 professional clubs; Chosen randomly, and for data collection, we used the questionnaire form; After collecting the results and having treated them statistically, we concluded that professional clubs in Algeria are directly affiliated with the government's strategy towards sports, through direct financing of their activities, even though they are commercial companies, which is something that violates international professional regulations, and what made them unaffected by the COVID-19 pandemic; On this basis, the study recommended to create a legal framework that librates the Algerian professional clubs; to be financially independent professional companies, that provide additional value to the national economy as they are active in the private sector.

Keywords: covid-19; Algerian professional clubs.

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I- Introduction :

For the first time ever, in 2020, the COVID-19 pandemic is giving sports a timeout. Even during both World Wars, sports and especially football stopped just in a few countries for some time periods completely. This time, the COVID-19 pandemic has created an experience of a world without war and without sports for several weeks. For the first time, the Olympic Games were postponed to the next year (2021 Tokyo); Due to the risk of infection. (Horky, July 2020);

The global spread of Covid-19 has had severe health implications for nearly all countries and created significant economic challenges to the sport sector, with mega events and professional sport across the world postponed or canceled, and recreational/community sport suspended in line with World Health Organization guidelines in relation to mass gatherings, no stakeholder in European sport remained unaffected, Small clubs and associations are non-profit by nature and thus do not typically have financial reserves, Closing their doors, and therefore losing their revenues, put them in an extremely difficult situation, as they still needed to pay their fixed costs. Professional sport clubs and elite athletes were also impacted heavily, as leagues, competitions, and regular training came to a halt as well. (JÖRG KRIEGER, 2021).

The professionalization of sport has produced many strains and tensions, but overall has strengthened its hold over the public consciousness. Sport has established its position as a vehicle for creating personal meaning and cultural identity, and provided a lucrative career path for many people. In Western Europe and North America in particular, professional sport clubs are multimillion dollar enterprises, where players frequently earn more than corporate CEOs and senior politicians. A recent survey of European world football clubs found that 10 clubs earned more than 170 million Euros a year. (Stewart, 2007). But all sport leagues including professional and amateur were cancelled in March 2020 due to COVID-19. This unprecedented stoppage of sport events had a huge effect on sponsorship and broadcasting fees. In addition, for sport fans and athletes the stoppage resulted in a significant disruption to their daily lives. Some sport leagues were more affected than others.

In addition, due to restrictions on social gatherings some sport leagues have been able to recommence their seasons but without fans. This has meant as a global pandemic, COVID-19; and all types of entities in the sport industry have to adapt their business models to changing environmental conditions. As a result, the COVID-19 crisis is bringing about unintended and in a way unknown forms of social change. A stronger sense of solidarity has emerged in sport leagues as a result of the crisis. (Ratten, Jul 2020). the COVID-19 outbreak has caused a chain reaction of unpredictable situations which challenge current professional team-sport athletes and support staff to remain emotionally stable and physically ready for the next steps in their career. However, it is the responsibility of all team-sport practitioners to practice good judgment in designing a safe and effective “return-to-competition action plan” for all of their athletes during these unprecedented times. (Huyghe & others, Jul 2020).

The unprecedented Covid-19 pandemic, and the lockdowns associated with attempting to arrest its spread, has impacted greatly on both elite and grassroots sport. Elite sport teams and organizations have suffered an immediate financial impact with losses due to a lack of live spectators. (Grix & others, Nov 2020). Economic pressure started. Soon it seemed obvious that without spectators, most of the professional sports leagues are running into massive financial problems. On the other hand, there is pressure of audiences as people seem to miss viewing sports as a live event and/or mediated sports as a broadcast. As a consequence and to fill gaps, several media outlets all over the world started broadcasting famous historical sports events instead of live sports, In these unusual circumstances.

The first – and most obvious – theme to consider is the dramatic revenue drop caused by the COVID-19 outbreak. Among the three main sources of revenue of professional team sports, gate receipts have certainly suffered the most immediate negative effect. The social distancing measures leading to events canceled or staged behind closed doors have deprived the event organizers of an

instant cash flow, which will be unlikely to return until a large-scale production of an effective vaccine. Cancellation of events may lead to a renegotiation of broadcasting deals, which represent the main source of revenue for professional team sports and consequently the reason why all the organizers have been reluctant to delay/cancel events or have been trying to complete their seasons. Finally, the global economic crisis hitting also all the other industries may lead to a diminished value of the future commercial/sponsorship deals, and very likely to the renegotiation of the current deals, if we consider only the twenty richest European football clubs, their estimated revenue loss is between 1.31 and 2.94 US billion dollars for the 2019/20 season, whereas for the 2020-21 season the estimated loss is between 0.36 and 1.30 US billion dollars in case of stadiums partly reopened, no renegotiation of broadcasting deals and a 5-20% drop in commercial revenue, or between 2.73 and 4.80 US billion dollars in case of games behind closed doors, renegotiation of broadcasting deals and a 30-60% drop in commercial revenue, this impact will be even more significant for professional leagues where gate receipts are still the most important component of the club's revenue stream due to reduced popularity and media exposure. (Keshkar & others, 2021)

COVID-19 pandemic shows that all sport is global' and several football associations have to deal with the crisis in different ways. This is not just an Algerian problem; the public policy issues concerns the willingness of the Algerian government to provide subsidies to sports; Despite the large and increasing revenues accruing to the sports industry, especially they prepared to pay for the main capital expenditure of professional sports leagues; the stadiums. which is often justified in terms of the economic impact on the city, state or country.

It is well known that; the major expenses of professional sporting teams are the players and the stadium in which events are hosted; and the manner in which the market is influenced by salary caps, player drafts and other regulations which generally restrict player freedom, ostensibly in return for greater competitive balance. Governments do not have direct involvement in the labour markets, but provide a host of regulatory exemptions, such as the setting aside of competition laws and regulations protecting workers' rights. By contrast, government involvement in sporting stadiums is direct. Government subsidies are a key and sometimes sole funding component of the costs associated with acquiring land, construction and renovation of stadiums. (Wilson & Pomfret, 2014).

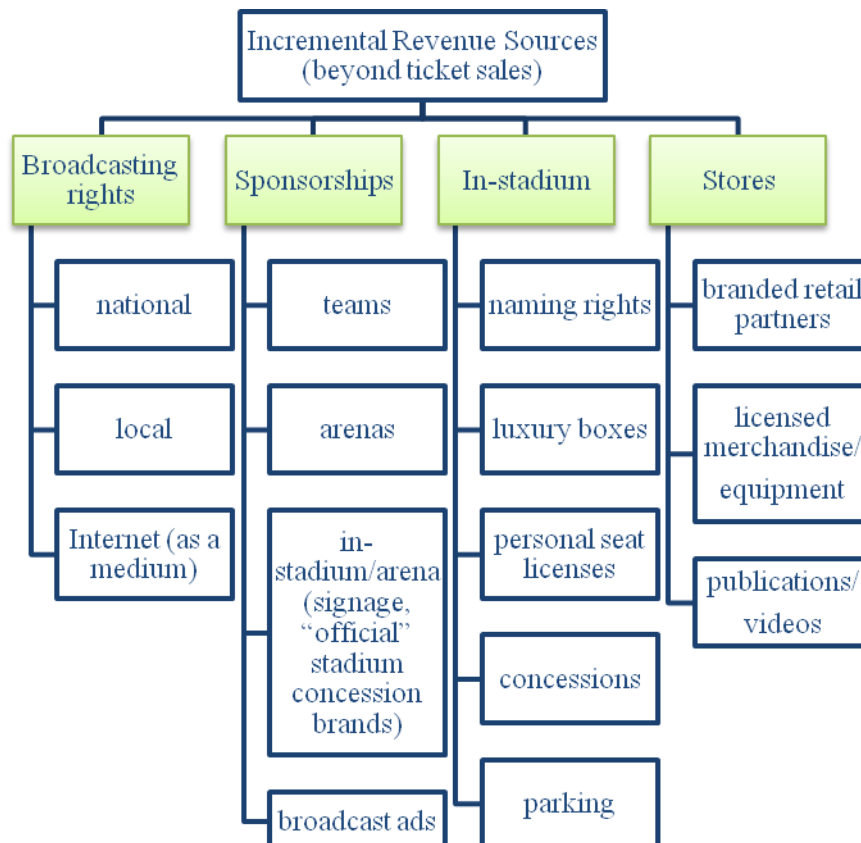
For the Algerian professional clubs; the intervention of the government in the sports sector; is historical; during the eighties, the French Speaking African Countries (FSAC) sink into an economic crisis and unprecedented policy. They had to face debt, collapsing in raw materials prices, failures in economic policy, ethnic wars, political instability, drought, absence of democracy, etc. Following this acute crisis, the World Bank and the International Monetary fund (I.M.F) impose to developing countries economic reforms by structural adjustment policy bias, which will force the FSAC to decrease their public spending. priority sectors are deemed to be "profitable" like (agriculture, industry, tourism, army, etc.), and other sectors "Unprofitable" become third sectors : social sectors, education, health and sport. Faced with these economic problems, physical practice is therefore marginalized (Patrick & Kaach, 2004), Therefore, In countries characterized by a larger public sector, the high degree of dependence on public funding makes it relevant to further consideration to the possible consequences of cut backs for the sports sector in times of austerity. (Iversen, 2018)

In general, we believe that the problem of financing sport, leads to the disengagement of the welfare state. First of all, the free sports practice is no longer total, the State and local authorities ensure or participate in financing of mass educational practice and sports practice performance, In fact the other sources can be the patronage, sponsorship, advertising, the users themselves, the public or private operators, international contributions of income or resources generated by the participation or performance of athletes in international sports competitions. It's the end of state sport said "socialist", with the economic reforms, in particular the establishment of business autonomy and rehabilitation of economic categories of the liberal system, It is important to clarify

that, according to Algerian legislation, sport is understood as an activity that encompasses formal and informal practices. (Youcef, 2009)

The government does not and should not run sport, its role should be concentrated on the investments in sporting success as a developmental tool to improve the country's infrastructures, this includes the infrastructure related to sports such as stadia and other physical infrastructure such as roads, railways, airports, ports, telecommunication, hotels and others that encourage foreign investment in the country and improve tourism. (Reiche, 2015)

Whether an owner's objective is wealth maximization or winning and whether the sport organization is for-profit, not-for-profit, or governmental, a manager in the sport industry will encounter five methods used to finance the organization, these include three methods typically used by for profit companies to finance their operations: debt, equity, and reinvestment of retained earnings. in sport, two additional financing methods are often available: government funding and gifts (Brown & Others, 2015), in our case as much as 80–90% of the Algerian professional clubs income comes from the public treasury; for this it is necessary for the clubs to seek for other sources of finance, as a procedure to reduce the pressure on the public treasury on one hand, and to reach



the financial autonomy on the other hand. It should also be noted that the financial sources of a professional club income should be as following: (Foster, 2006)

Even more than the ownership of big clubs, globalization affects their model of funding. According to this second evolution, passing in twenty years from an SSSL model to a MMMMG model (Andreff & Staudohar, 2000), their funding has become global. In the first model, until the early 1990s, club finances were primarily powered by Spectators - that is, box office receipts. Then

came the Public subsidies, private donations and membership fees. The third source of funding, which gained momentum in the 1970s, consisted of income from Sponsors. At that time, income from broadcasting rights television programs formed only a minimal part of the funding (0% in 1971 and 1% in 1981 for French first division clubs, Table 2). These sources of funding were Local (spectators and local sponsors, local authorities), at most national.

The second funding model appeared in the big football clubs Europeans during the years 1990-2000. The Media are the primary source of financing, in particular television broadcasting rights, but also by taking control of certain clubs by television channels (e.g. Girondins de Bordeaux by M6). Another source of funds comes from Magnates like Joe Lewis, owner of the ENIC group controlling both Glasgow Rangers, Vicenza, Slavia Prague and AEK Athens FC, Agnelli (Juventus), Berlusconi (AC Milan), Glazer then Ashley (Manchester United) or Lerner (Aston Villa). For these businessmen, investing in a club is accompanied by its management by professional managers. The third trend is the development of Merchandising, which accounted for up to 34% of Manchester's revenues United in 1998. The fourth source of funding is the market, or rather the Markets. Some clubs specialize in training young players and then derive value added of their transfer to the world market for professional footballers. Other clubs have appealed to the capital market by transforming themselves into joint stock companies, then into listing their securities on the stock market. Finally, the contemporary financing model is more in addition Global or global: the funders are local or national as well as foreign, ranging from consortia (such as the US consortium funding Derby County) to FTNs various industries and foreign states (the PSG is financed by a sovereign fund of the Qatar). (Andreff, 2016)

The paradox existing in Algeria, is the intervention of the government in the professional sport obviously, Through several legal texts, starting with the law that frames sports No.13-05 of 14 Ramadan 1434 corresponding to July 23, 2013 relating to the organization and development of activities physical and sports; and especially the article 251 said "The professional sports club may on the basis of specifications, benefit from assistance and contribution from the state and local communities for a period of five (5) years from the date of publication of this law in the Official Journal"; Which contradicted Article 78 of the same law, when it was approved that "A professional sports club is a commercial company with a sporting objective that can take one of the following forms of commercial companies:

- A one-person sports corporation with limited liability.
- The sports company with Limited liability.
- The sports company with stock.

And in the Article 79 "The professional sports club, in particular, aims to improve its economic and sports competitive level, as well as for its athletes through its participation in paid sports events and competitions, And hiring coaches and athletes for a fee, as well as practicing all commercial activities related to its goal. this exception continued and enhanced in application of the provisions of Article 4 of the executive Decree No. 11-23 of 21 Safar 1432 corresponding to January 26, 2011, The purpose of the decree is to set the monitoring procedures and assessment of the special allocation account No. 302-135 entitled " Public Support Fund for Professional Football Clubs "; This aids are illustrated in the Executive Decree No. 15-73 of 26 Rabie Ethani 1436 corresponding to February 16, 2015 determining the applicable provisions to the professional sports club and setting the standard statutes of commercial sports companies.

According to the inter-ministerial decree of 11 Safar 1437 corresponding to 23 November 2015 fixing the nomenclature of income and expenditure of the special assignment account No. 302-135 entitled " State public support fund for professional football clubs"; Approved that the Ministry of

Youth and Sports must ensure the financing of the professional football club, through the coverage of expenses related to:

- Studies for the construction of the center training.
- Financing of 100% of the cost of carrying out the training center.
- The acquisition of buses.
- Covering 50% of travel costs teams by plane inside the country, on the occasion of sports competitions.
- Covering 50% of travel costs of the professional club for matches played at abroad, under the continental competition, regional and global.
- The payment of accommodation costs for players of the young categories, on the occasion of travel to local competitions;
- The remuneration of a coach for each team young people from the professional club.
- financing of the club's working capital professional footballer, for an annual fee of 25 million dinars, exceptionally and, for a period of four (4) years from the publication of the law of finances for 2015 in the Official Journal
- 50% of this funding must be devoted to: The management; Training; The creation of schools and training centers; Advertising; Improving the knowledge of supervisors sports clubs.
- 50% of the remaining amount, to be devoted to financing of charges, the nature and rate of which are set by the Minister of Youth and Sports.

These professional football clubs, Recipients of aid, financing and grants from the Fund, are required to fulfill the following conditions:

- Be a professional football club constituted commercial sports company, in accordance with the laws and regulations in force.
- Be duly registered in the trade register.
- Be authorized by the Algerian football federation or by the professional football league to participate in professional football championships.

According to professors in Dely Ibrahim University "Negative assessment of the economic impact does not necessarily mean that government subsidies for professional clubs and other infrastructure are unjustified. There may be valid non-economic reasons, typically articulated in terms of civic pride or 'putting the city on the map'; or some other political reasons.

We seek through this study, to reveal the impact of COVID-19 on the Algerian professional sport financially; by illustrating the struggle of the main sources of revenue and their strategies to overcome the crises; and their ability to generate revenues to cover their financial expenses; and the role of the Government towards professional sport legally and financially before and after the pandemic; This is what led us to ask the following question:

To what extent does the Algerian professional clubs affected by the COVID-19 pandemic financially; compared with the international professional clubs?

- 1- The Algerian professional clubs are not financially professional compared with the international professional clubs.
- 2- The Algerian professional clubs can't survive COVID-19 pandemic, without relying on public funding.
- 3- The legal framework regulating the professional sport is the obstacle to achieve their financial autonomy.

II– Methods and Materials:

1- Research Methodology:

We used the descriptive analytical approach to its relevance to the nature of the problem presented, as it is one of the most widely used research methods especially in the field of educational, psychological, social and sports research.

It is one of the forms of organized scientific analysis and interpretation to describe a specific phenomenon or problem and portray it quantitatively by collecting standardized data and information about the phenomenon or problem, classifying it, analyzing it and subjecting it to careful study. (Atoui, 2009)

2- Community and sample research:

The research community consists of the first division of the professional football clubs in Algeria; and we took a group (30) managers in different positions as a sample, related was 05 clubs; randomly chosen.

3- Research areas:

The study sample chosen from the following clubs:

Table 02: represents the number of managers chosen from every club

N°	wilayas	Number of sampel
01	USMA ALGER	06
02	CAB BATNA	06
03	USMH ALGER	06
04	ESS SETIF	06
05	JSK TIZIOUZO	06
total		30

Source: Prepared by the author.

- **Time domain:** The time required to complete this research has lasted from 22/12/2020 to 14/06/2021.

4- Data collection tools:

The researcher used the expertise of a number of faculty professors specialized in this field from the Institute of physical education and sports at the University of Algiers-3-, to determine the suitability of applying the questionnaire.

The questionnaire consisted of (15) questions, divided into the following axes:

- **The first axis:** the Algerian professional clubs sources of finance.
- **The second axis:** the COVID-19 impact on the Algerian professional clubs.
- **The Third Axis:** the legal framework of the Algerian professional clubs.

5- Sociometric characteristics and modifications to the questionnaire:

- **Honesty:** The sincerity of the questionnaire has been achieved through the expertise of the arbitrators on the items of the questionnaire and represented in a group of professors specialized in the field of sports, where the arbitrators agreed on the safety of the majority of the items, but some suggested, amended and clarified some of the items until they became more procedural.
- **Stability coefficient:** Stability means that the tests had a large degree of accuracy, and stability in the questionnaire results means that they will not change significantly if they are redistributed to the sample members several times during certain periods of time, and to verify the stability of the questionnaire, the researcher used the method of applying and re-applying the questionnaire, On the sample of the exploratory study, where their number reached 30 individuals with a 15-day interval between the two applications, the study tool was verified by using Cronbach's Alpha coefficient as shown in the following table:

**Table 03: represents Cronbach's Alpha
Using SPSS program, at the significance level 0.05.**

The questionnaire's axes			Cronbach's Alpha	
			items	Value
The axes	01	The first axis	05	0.799
	02	The second axis	05	0.711
	03	The Third Axis	05	0.873
	Total items		15	0.892

Source: Prepared by the author.

As shown in the data in the above table, the values of the Cronbach's Alpha coefficient for the stability of the study instrument reached 0.892, so this value is close to the correct one, indicating that the study instrument has a high degree of stability.

When the questionnaire forms were finalized, we started to distribute the questionnaire on 02 February 2021, and it was retrieved on 02 May 2021. After that, we carried out the process of unloading and subjecting the data obtained from the questionnaire forms distributed to the statistical processing.

a. Statistical Analysis

In order to comment and analyze the results of the observation network in a clear and easy manner, and since the research was brief on the data contained in the questionnaire, the best statistical way to treat the results obtained is to use the percentage.

III- Results and discussion :

1- Results:

Presentation and analysis of the results of the first axis (the Algerian professional clubs sources of finance):

Table 04: provides data on the first axis.

N°	Questions	The interrogators					
		Yes		No		I don't know	
		Repetition	Percentage	Repetition	Percentage	Repetition	Percentage
01	Is Financial Profit, the main purpose of your club?	22	73.33 %	06	20 %	02	06.66 %
02	Are public funds considered the main source of financing for your club? If the answer is "No" what are the financial sources of your club?	19	63.33 %	11	36.66 %	00	00 %
03	Can the club's revenue provide a financial income that could cover all the club's expenses without public funds?	09	30 %	20	66.66 %	01	03.33 %
04	According to your point of view, is there a real professional sport in Algeria, where most sponsors and broadcasting buyer are public companies?	06	20 %	22	73.33 %	02	06.66 %
05	Are there processes for evaluating the financial performance in order to review the adopted financial policies?	05	16.66 %	24	80 %	01	03.33 %

Source: Prepared by the author.

According to the results shown in Table (04), which displays the results of the questionnaire; it was found that the main purpose for professional clubs is profit, according to 73.33 % of the respondents; also 66.66% recognized that the revenues would not cover the club's expenses without depending on public funds; most of the respondents believed that professional sport is not real, compared with the texts of FIFA, And that the current companies are ink on paper, with the aim of not excluding them from international competitions; As for processes for evaluating the financial performance, 80 % confirmed that there is no review of the financial policies because it's already determined.

2- Presentation and analysis of the results of the second axis (the COVID-19 impact on the Algerian professional clubs):

Table 05: provides data on the second axis.

N°	Questions	The interrogators					
		Yes		No		I don't know	
		Repetition	Percentage	Repetition	Percentage	Repetition	Percentage
01	Did your club financially affected by covid-19 pandemic? If the answer is "NO"; what is the reason behind that?	10	33.3 3 %	18	60 %	02	06.6 6 %
02	Don't you think that if the club were privately financed, they would struggle heavily from COVID-19 like international football?	24	80 %	04	13.33 %	02	06.6 6 %
03	Are there any strategies to insure self-financing income during COVID-19?	06	20 %	19	63.33 %	05	16.6 6 %
04	Does your club use management of risk strategies to face COVID-19 instead of random decisions?	01	03.3 3 %	29	96.66 %	00	00 %
05	Do you consider the direct intervention of the government on the sports sector; a protection shield from COVID-19?	20	66.6 6 %	06	20 %	04	13.3 3 %

Source: Prepared by the author.

According to the results shown in Table (05); where 80 % of the respondents believe that if the club were privately financed, they would struggle really hard to overcome the crisis; In addition, most of the respondents admitted that Algerian professional clubs are lightly effected by covid-19 and this is related directly to the public policy toward the sports sector; while the respondents illustrated that they don't have any alternative to finance their financial obligations during covid-19 ; It also becoming clear that professional sports are directly subordinate to the state's public policy, both voluntarily and obligatory; This means that it is not optional for the club to chose his own path freely.

3- Presentation and analysis of the results of the third axis (The professional sport's legal framework):

Table 06: provides data on the third axis

N°	Questions	The interrogators					
		Yes		No		I don't know	
		Repetition	Percentage	Repetition	Percentage	Repetition	Percentage
01	Don't you think that it is necessary to update the basic law of the professional clubs to keep pace with liberal economic requirements?	22	73.33 %	04	13.33 %	04	13.33 %
02	Do you see that executive decree No. 15-73 related to the professional clubs; should imitate the intervention of the government ?	25	83.33 %	03	10 %	02	06.66 %
03	Are there shortcomings in basic law No. 13-05 related to the organization and development of physical and sports activities?	27	90 %	03	10 %	00	00 %
04	If the political new tendency decides to cancel the special assignment account No. 302-135, and other financial aids; do you think that the professional clubs would survive financially?	06	20 %	20	66.66 %	04	13.33 %
05	Don't you think that the direct intervention of the state in the professional sports field is the cause of the disastrous sports results?	19	63.33 %	07	23.33 %	04	13.33 %

Source: Prepared by the author.

It is obvious from Table (06), that 73.33 % of the respondents agree to update of the basic law of the professional clubs in order to keep pace with the new economic requirements; Especially the executive decree No 15-73 related to the offices, and the need to open the way for them to practice profit-making activities and reach their self financing, even if 66.66 % of the respondents don't believe that they would make it without financial aids especially the special assignment account No. 302-135; while 63.33% of the respondents consider the direct intervention of the government the

cause behind the disastrous sports results of the professional sport nationally or continentally or even internationally.

2- Discussion:

In light of the previous results of Table 04, we can accept the first hypothesis, which confirms that The Algerian professional clubs are not financially professional compared with the international professional clubs, This is what was found by the study of (adma, 2017-2018), which was entitled “A systematic analysis of sports professionalism in Algeria from 1989-2015”, and concluded that The study concluded that professional sports companies are not internally independent due to the ownership rights of the club’s name and the logo of the amateur club, which limits the sources of sports sponsoring, in addition to its lack of ownership of stadiums, which made the Federation set a minimum value for the price of tickets, on the one hand, and its inability to fully exploit it to generate more revenue, as for the rights of broadcasts, the federation is the one that negotiates with the TV channel and divides the revenue equally among the clubs of the two professional divisions. This means that it does not run itself, but rather they do, .Which leads us to say that the first hypothesis is confirmed.

The results presented in Table 05 concluded that the Algerian professional clubs can’t survive COVID-19 pandemic, without relying on public funding, which corresponds to their potentials and the available resources, and this confirms for us the second hypothesis, which admits that the clubs can’t innovate new financing mechanisms as an alternative to public financing, according to the available potentials, And it is the same as the researcher (Shirifi, 2011-2012) concluded, in her study entitled “Fundamentals of financing and strategic management of funds in a sports organization” where she reached that the budgets know a continuous deficit in most clubs and do not record profits except in very few cases. Also, the ultimate goal that is being sought in sports organizations is to achieve sufficiency. In this context, financial resources are based on the support of the government and public and private economic institutions, in addition to exercising this administrative function without relying on modern scientific mechanisms such as accounting techniques And the adoption of various profit-generating financial policies for the institution and the failure to adopt scientific analyzes; (Barbaris, 2016-2017)found in his study that privatization is a positive process that contributes to providing an active administration that achieves the greatest possible efficiency and effectiveness, and works to provide the professional clubs with the necessary funding and transform them into an economic independent cells that contribute to alleviating the financial burden on the country. which enables us to say that the third hypothesis is confirmed.

The third hypothesis was also confirmed, according to the results obtained from Table 06, which stated that the legal framework regulating the professional clubs is an obstacle towards the achievement of their financial autonomy, This is due to the fact that the law does not keep pace with the current economic and social requirements on one hand, and the absence of practical texts that explain how to implement the framing law on the other hand; which is the case for the law 13-05 regulating physical and sports activities, so the last adjustment to the executive decree of the professional clubs was 07 years ago, and this was the result of (Bouslah, 2018); in addition, the direct intervention of the state in the sports field impedes the path of investment, due to the absence of political stability in the country; which partially agrees with the findings of the researcher According to the foregoing, it becomes clear to us that the legal framework of the professional clubs prevents them from achieving their financial autonomy.

IV- Conclusion:

In the light of the discussion and the interpretation of the results of the three partial hypotheses, the general hypothesis of the research has been achieved; the following results have been reached:

- The research findings show a strong positive correlation between covid-19 and the weakness of the sport industry.
- The need to prepare a legal framework that supports the professional clubs to engage in profitable activities, and to gradually reduce financial support until they achieve stable financial resources.
- The economic potential of the professional sport is very important, and should not be wasted.
- The offices of multi-sport parks need to decrease their dependence on public funds and try to find alternative ways for increasing their revenue.
- Sports investment can be used as an economic tool to help the country to reduce unemployment during a recession, which could be a valuable insight for the post COVID-19 period.
- The professional clubs should focus on the enhancement of the service quality; and the number of practitioners; besides generating of financial income; and set a commercial spirit to reach autonomy.
- It is the political will of the government that opens the way for professional sports if it is compatible with the state's strategy in the sports field, which is wrong.
- Working to achieve financial autonomy leads indirectly to intensifying sports practice and improving the quality of services, as it achieves a financial return and at the same time the public interest.

COVID-19 is a crisis revealed the vulnerability of professional sport; and prove the necessity to have a management of risk strategy; to diversify the finance sources.

❖ **Recommendations:**

The recommendations we can mention relate to the following directions:

- The state should resign from running sports, and only care about creating the appropriate environment for sports institutions, such as creating facilities, transportation, hotels, etc., as an indirect investment, with the aim of facilitating their activities.
- Professional football clubs should be considered as profitable institutions, as a new trend towards providing quality and competitive services to ensure their survival, which is reflected positively on the achieved sports results.
- Preparing qualified financial managers and a board of directors for the clubs to ensure their financial stability.
- Preparing a law that allows the professional clubs to engage in a profitable activities, and motivate; in condition of not depending on public funds.
- The sport ecosystem, comprising of producers, broadcasters, fans, businesses, owners and players among others, need to find new and innovative solutions to mitigate the negative effects of COVID19 on the world of sport. This includes finding ways to engage with fans in order to ensure safe sport events in the future while maintaining the workforce, creating new operating models and venue strategies.
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- **Legal texts:**

- law that frames sports No.13-05 of 14 Ramadan 1434 corresponding to July 23, 2013 relating to the organization and development of activities physical and sports

- inter-ministerial decree of 11 Safar 1437 corresponding to 23 November 2015 fixing the nomenclature of income and expenditure of the special assignment account No. 302-135 entitled " State public support fund for professional football clubs"
- Executive Decree No. 15-73 of 26 Rabie Ethani 1436 corresponding to February 16, 2015 determining the applicable provisions to the professional sports club and setting the standard statutes of commercial sports companies.
- executive Decree No. 11-23 of 21 Safar 1432 corresponding to January 26, 2011, The purpose of the decree is to set the monitoring procedures and assessment of the special allocation account No. 302-135 entitled " Public Support Fund for Professional Football Clubs "
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