

## **An Investment Strategic Plan in Youth Centers for Identifying and Sponsoring Egyptian Olympic Champions**

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### **Introduction:**

Youth centers are one of the educational institutes that contribute greatly in developing an integrated character of the individual through sports, either as a recreational activity or as a competitive one. According to the Ministry of Youth's plans, youth centers provide direct services for its members through facilities, playgrounds, equipments and other things, in addition to forming sports teams and holding national competitions in all fields of sports. Rules and regulations of some sports federations allow youth centers teams to involve in national competitions with other sports clubs. Youth centers are very widespread all over Egypt and according to recent statistics of the Information Center – Ministry of Youth; there are 4460 youth centers all over Egypt. (1)

Results of one study about the historical evolution

of sports activity in youth centers in Egypt during the last quarter of the 20<sup>th</sup> century indicated that there were plans, objectives and programs for sports activities in these centers but the lack of human and financial resources represent the major problem facing the fulfillment of these goals (2)

Due to the lack of financial resources in youth centers and the inability to initiate these specialized programs for supporting distinct individuals, the central authorities fostered this trend through establishing experimental sports projects in youth centers to prepare a solid base of athletes capable of involving in national teams. But these programs were doomed to stop without achieving its objectives due to several reasons. These reasons include the lack of financial support and the low level of some coaches due to low levels

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of salaries. In addition, some official personnel did not have the necessary seriousness of monitoring and evaluating the athletes' performances. Adding to that, non-punctuality of some athletes in training and changing them during a very short timeframe led to their inability to acquire necessary skills to improve their games according to the stated objectives (3).

After winning five Olympic medals in Athens 2004, and by the end of 2005, Egypt established the National Council for Sports in response to athletes' expectations of establishing an independent body capable of improving Olympic winnings and developing sport in Egypt. Chairman of the National Council for Sports issued decree no.150 on 14-3-2006 to establish the supreme technical committee for national projects of developing sport in Egypt. He also issued decree no.231 on 9-4-2006 to establish a subordinate committee, including all central departments concerned with these projects. This subordinate committee includes experts and leaderships as members. The committee specified

mechanisms for improving national projects under direct supervision of the National Council for Sports, in addition to programs for scouting talents, in cooperation with the Ministry of Education and Youth Centers, and sponsoring them in cooperation with the private sector organizations. Furthermore, the National Council for Sports may contribute in improving playground in schools, clubs and open areas and establishing mechanisms of national projects in cooperation with sports federations to scout and sponsor sports talents (4).

The National Council for Sports adopted eight national projects including:

- **First:** Organizational national projects under supervision of central department of sports performance. These are "The National Project for Preparing Junior Athletes" (12 months) and "The National Project for Schools of Sports Talents" (12 months). This last project is continuing and is being refunded annually (4) (5)
- **Second:** Procedural national projects under supervision of the central department for athletic

development. These are "The National Project for Sport for all in all Villages" (10 months), " The National Project for Handicapped Centers" (12 months), " The National Project for Female Sports" (12 months – refunded annually), " The National Project for Folk and Ecological Games" (12 months), " The National Project for Health and Physical Fitness" (4 years) and " The National Project for Pioneers" (12 months – refunded annually) (6) (7) (8) (9) (10) (11)

Through these projects, the National Council for Sports tries to recruit the best talents. But these projects were full of violations. Indeed, these violations were not because of the National Council for Sports. Instead, official personnel responsible for these projects commit these violations due to financial incentives, clothing, nutrition and opportunities of regular training. This affected their choices of real best talents. Therefore, these projects were doomed to fail, even before it had the chance to begin.

Therefore, Egypt's results in Beijing Olympic Games 2008 were

disappointing as Egypt won only one medal. The same situation repeated in London 2012 as Egypt won two medals. This was previously confirmed by studies indicating that Egyptian sports lack strategic planning for preparing and supporting talents, in addition that most sports federations neglect their duties in preparing long-term strategic plans for future competitions. Although faculties of physical education and the Egyptian Olympic Committee work on preparing leaderships for planning, but they do not achieve these goals as the strategic vision of Egyptian Sport lack clarity and they find it hard to perform these planning tasks due to the lack of planning resources and requirements (12)

Powerful national teams are not merely a punch of good athletes, a coach, training programs and friendly and preparatory meetings and matches. Instead, these teams mean a complete system that includes various athletic, media, political, managerial, and financial and health factors in addition to facilities, local competitions, sports clubs and other factors affecting strategic

planning for achieving desired objectives and results (13)

Factors of strategic planning of a sports organization are its "Mission", "Objectives", "Strategies", "Policies", "Goals", "Programs" and "Strategic Resources Allocation" (14)

Strategic Planning includes diagnosing and analyzing environmental factors of an organization and identifying opportunities and threats that may face it, in addition to diagnosing and analyzing the internal environment and identifying opportunities and threats besides identifying the mission, vision and philosophy, future goals and strategic alternatives for achieving goals. Base-line analysis should indicate the internal environment factors of an organization and its ability to follow this type of planning in addition to analyzing external environment factors affecting the organization. This type of analysis follows SWOT Model (15).

**Galila, M.** (2013) studied the strategic planning for supporting talented athletes during the second stage of basic education through SWOT model. Results indicated that

analyzing internal and external environments of the school and identifying weaknesses, strengths, opportunities and threats helps designing a solid-base strategic play (16).

**Ma Chunjian** (2012) designed applied strategies for improving sport in elementary and secondary schools. He indicated that this can be done through designing a digital guidance system for improving health, designing a multi-strategy monitoring mechanism for improving administrative standards, improving sports teams efficiency through integrated training mechanisms, allocating local resources for joint efforts and inventing new training condition through a dynamic mechanism for achieving independent development goals (17).

**Abu Zaid, D.** (2010) designed a recommended strategic plan for managing sports activities in youth centers. This plan included a theoretical framework, a strategic structure, strategic elements, general and procedural objectives and the geographic field and timeframe of the strategy (18)

**Bailey, et al** (2009) studied talent support in physical education through the national survey of policies and practices in England. He indicated that schools depend on a wide range of changing strategies for talent identification and support in physical education. He also indicated that most schools developed general policies for talent support but there are strong signals that total school-based policy is the main power affecting policy formulation on the district level as most workers in field indicated that they identify talents according to their current level while a very small percentage of them indicated that they identify talents according to their future potentials (19)

**Ali, E.** (2009) evaluated the financial and human resources in youth centers in Minofia Governorate. He indicated a lack of clear standards for allocating financial aids and these aids were not delivered at the beginning of the fiscal year. In addition, sports activities budgets are not enough for various programs and competitions. Equipments are not suitable for team training

and numbers. Here is a lack of specialized supervisors and most board members lack leadership characteristics (20)

**Vaeyens et al** (2008) studied current models and future trends of programs for talent improvement and identification. Most current programs eliminate young children due to delayed maturation while future trends should concentrate on dynamic aspects of growth and not mere elimination of premature children. (21)

**Ahmed, A.** (2006) studied the objective-centered management as an approach for improving youth centers in Giza. She indicated specific and clear objectives for these centers but those objectives are not suitable for capabilities and are unchangeable and unmodifiable. In addition, there is a lack of fast communication channels between centers and the ministry of youth and self-funding is not enough for centers' activities. Areas are not sufficient for improving facilities and most administrative cadres are not qualified for this job. (22)

**Abd El-Kareem, A.** (2004) analyzed problems of managerial work in youth

centers and indicated that there are specific and clear objectives for these centers but those objectives are not suitable for capabilities and are unchangeable and unmodifiable. There is a lack of standards for evaluating goal achievement. Funds are not suitable for these centers and work force and work load are not suitable for tasks and missions of these centers. (23)

**Ahmed, M.** (2004) designed a strategy for improving sports in UAE. Results indicated the importance of covering all society sectors in planning for sports for all. Clear and realistic objectives are very important for designing an integrated strategy for competitive sports (24)

It is noteworthy that many sports talents in Egypt do not find the opportunity to be identified. Furthermore, some of them were identified accidentally and not through systematic approaches. This is due to the lack of early identification opportunities and the inability to reach for these talents deep in the society. Due to the advantages of youth centers, like facilities, spaces and human recourses, even if

they are somehow limited, we do not need to buy new spaces or to establish facilities from scratch. In addition, these centers belong to the Egyptian government and can be considered as the most suitable available solution and a real base for investment in talent identification and sponsoring in sports. These centers can represent the initial stage of initiating the recommended strategy for identifying and sponsoring Egyptian Olympic Champions.

#### **Research Problem:**

Statistically speaking, the Egyptian Olympic Achievement (26 medals) concentrated in individual and combat sports like wrestling, boxing, judo and taekwondo. This indicates that the anthropometric type of Egyptians is highly recommending their excellence in these sports. Furthermore, no Egyptian achievements were recorded in digital races like athletics and swimming. Even further, excellence of some teams in team sports is not related to body type of players and instead it is related to the supreme technical and tactical levels of the team

members. This simply why they win!! (25)

Egypt has plenty of talents that remain unidentified and uncared for. Here comes a serious question: "How come that a State with nearly 90 million people as a population can not achieve more than 26 medals (7 gold – 9 silver – 10 bronze) during a hundred year, from 1912 to 2012, and 20 Olympic Games and most of them were in individual and combat sports?" These results need reconsideration from those who are in charge of Egyptian sports as more research should be done to draw a map for Egyptian sports and to find alternatives for identifying talents in villages, cities, districts and poor neighborhoods. These talents should be provided with suitable and continuous opportunities for training in central training centers for regular care for talents. These centers should be established in the middle of residential areas to save travel costs that may exhaust some athletes and coaches. In addition, these centers should be provided with all financial, human and managerial resources needed as this will provide sufficient

opportunities for talents to practice sports without discrimination of any kind. Through strict monitoring and evaluation, these centers can ship the best talents to more specialized centers for more advanced training with long-term plans that allow a real support for future Egyptian Olympic champions.

This led the researcher to design a strategic plan for investing youth centers in identifying and sponsoring Egyptian Olympic champions in some individual and competitive sports that characterize Egypt. The first step in doing so is to expand the involvement, identification and sponsoring base in youth centers of Gharbia Governorate as a core nucleus for this strategy as this over-populated governorate will reach an estimated population of 4.262.200 million in 1-1-2013. Total area of the governorate is estimated by 1943.27 km<sup>2</sup> with 297 youth centers in it. Therefore, results of this research can be generalized all over Egypt (26).

**Aims:**

The current research aims at designing a strategic plan for investing youth centers

of Gharbia Governorate in identifying and sponsoring Egyptian Olympic champions through:

1. Survey of internal and external environments of youth centers in Gharbia in the light of SWOT analysis model

a) Survey of internal environment for identifying weaknesses and strengths

b) Survey of external environment for identifying opportunities and threats

2. Designing the recommended strategic plan for investing youth centers of Gharbia Governorate in identifying and sponsoring Egyptian Olympic champions according to:

a) Formation of the strategic plan

b) Initiation of the strategic plan

c) Elements of monitoring and evaluation

#### **Research Questions:**

1. What are the results of the internal environment survey for identifying weaknesses and strengths according to SWOT model?

2. What are the results of the external environment survey for identifying opportunities and threats according to SWOT model?

3. What are the elements of formation for the recommended strategic plan for investing youth centers of Gharbia Governorate in identifying and sponsoring Egyptian Olympic champions?

4. What are the elements of initiation for the recommended strategic plan for investing youth centers of Gharbia Governorate in identifying and sponsoring Egyptian Olympic champions?

5. What are the elements of monitoring and evaluations for the recommended strategic plan for investing youth centers of Gharbia Governorate in identifying and sponsoring Egyptian Olympic champions?

6. What is the recommended strategic plan for investing youth centers of Gharbia Governorate in identifying and sponsoring Egyptian Olympic champions?

#### **Methods:**

#### **Approach:**

The researcher used the descriptive (survey) approach.

#### **Subjects:**

The researcher purposefully chose (150) official employees of Gharbia Youth and Sports Department (planning – monitoring – facilities personnel – sports



activity supervisors). These individuals were divided into three groups: 20 individuals were designated to reliability and validity group – 10 individuals formed the pilot sample – 120 individuals formed the main research sample.

#### **Data collection tools:**

The researcher designed two questionnaires for the purposes of this research. Validity of the two questionnaires was calculated through logical validity (from 11-2-2013 to 4-3-2013) and internal consistency (7-4-2013 to 22-4-2013). Reliability of the two questionnaires was calculated through test/re-test procedures (7-4-2013 to 22-4-2013) on a sample of (20) members of the same research community and outside the main sample. This revealed that the questionnaires are valid and reliable. A Likert 3-point-scale was used according

#### **Statistical Treatments:**

The researcher used SPSS Software to calculate the following:

- Mean - Internal Consistency (validity) - Correlation Coefficient
- SD - Tests / re-test (reliability) - Percentage
- $\text{CHI}^2$  - Relative importance - Relative weight

#### **Results:**

to experts' opinions as (Yes) gets 3 point, (Somehow) gets 2 points and (No) gets 1 point. Total score of the first questionnaire was (120) points while total score of the second was (351) points.

#### **Pilot Study:**

The researcher performed two pilot studies on a pilot sample (n=10) from same research community and outside the main sample (4-5-2013 to 17-5-2013). These two pilot studies showed that sample member understood the two questionnaires' items completely. Duration for application was 10:15 minutes for the first questionnaire and 25:30 minutes for the second one.

#### **Main Application:**

The researcher applied the two questionnaires to the main sample (n=120) from 10-6-2013 to 19-8-2013. Data were collected, recorded and statistically treated.

**Table (1)**

**Sample Opinions about Internal Environment Survey (n=120)**

Item	Yes		Somehow		No		Relative weight	Relative importance	CHI <sup>2</sup>
	F	%	F	%	F	%			
<b>First axis: Processes and activities of service</b>									
1	28	23.33	61	50.83	31	25.83	237	65.83	16.65*
2	10	8.33	39	32.5	71	59.17	179	49.72	46.55*
3	9	7.5	28	23.33	83	69.17	166	46.11	73.85*
4	22	18.33	40	33.33	58	48.33	204	56.67	16.20*
<b>Second axis: Athletes, Managers and Coaches of Youth Centers</b>									
5	21	17.5	26	21.67	73	60.83	188	52.22	41.15*
6	5	4.17	20	16.67	95	79.17	150	41.67	116.25*
7	15	12.5	37	30.83	68	56.67	187	51.94	35.45*
8	22	18.33	44	36.67	54	45	208	57.78	13.40*
<b>Third axis: Funding and Fiscal Management</b>									
9	9	7.5	28	23.33	83	69.17	166	46.11	73.85*
10	21	17.5	26	21.67	73	60.83	188	52.22	41.15*
11	5	4.17	20	16.67	95	79.17	150	41.67	116.25*
12	10	8.33	39	32.5	71	59.17	179	49.72	46.55*
<b>Fourth axis: Information and Communication</b>									
13	5	4.17	20	16.67	95	79.17	150	41.67	116.25*
14	9	7.5	32	26.67	79	65.83	170	47.22	63.65*
15	9	7.5	28	23.33	83	69.17	166	46.11	73.85*
16	21	17.5	26	21.67	73	60.83	188	52.22	41.15*
<b>Fifth axis: Organization and Administrative Philosophy</b>									
17	22	18.33	40	33.33	58	48.33	204	56.67	16.20*
18	28	23.33	61	50.83	31	25.83	237	65.83	16.65*
19	5	4.17	20	16.67	95	79.17	150	41.67	116.25*
20	5	4.17	20	16.67	95	79.17	150	41.67	116.25*

*CHI<sup>2</sup> table value on  $P < 0.05 = 5.99$*

Table (1) shows statistically significant differences among sample members on their responses to internal environment survey.

**Table (2)**  
**Sample Opinions about External Environment Survey (n=120)**

Item	Yes		Somehow		No		Relative weight	Relative importance	CHI <sup>2</sup>
	F	%	F	%	F	%			
<b>Sixth axis: Economic Factors</b>									
21	84	70	32	26.67	4	3.33	320	88.89	82.40*
22	84	70	24	20	12	10	312	86.67	74.40*
23	80	66.67	28	23.33	12	10	308	85.56	63.20*
24	54	45	48	40	18	15	276	76.67	18.60*
<b>Seventh axis: Technological Factors</b>									
25	50	41.67	46	38.33	24	20	226	73.89	9.80*
26	5	4.17	20	16.67	95	79.17	150	41.67	116.25*
27	5	4.17	20	16.67	95	79.17	150	41.67	116.25*
<b>Eighth axis: Socio-cultural Factors</b>									
28	10	8.33	39	32.5	71	59.17	179	49.72	46.55*
29	36	30	56	46.67	28	23.33	248	68.89	10.40*
30	28	23.33	61	50.83	31	25.83	237	65.83	16.65*
31	80	66.67	28	23.33	12	10	308	85.56	63.20*
<b>Ninth axis: Political and Legislative Factors</b>									
32	54	45	48	40	18	15	276	76.67	18.60*
33	12	10	30	25	78	65	174	48.33	58.20*
34	96	80	24	20	0	0.00	336	93.33	124.80*
35	21	17.5	26	21.67	73	60.83	188	52.22	41.15*
<b>Tenth axis: Natural Factors</b>									
36	36	30	56	46.67	28	23.33	248	68.89	10.40*
37	28	23.33	61	50.83	31	25.83	237	65.83	16.65*
38	56	46.67	44	36.67	20	16.67	276	76.67	16.80*
39	55	45.83	36	30	29	24.17	266	73.89	9.05*
40	64	53.33	48	40	8	6.67	296	82.22	41.60*

**CHI<sup>2</sup> table value on  $P \leq 0.05$  = 5.99**

Table (2) shows statistically significant differences among

sample members on their responses to external inveronment survey.

**Table (3)**  
**Sample Opinions about Elements of the Strategic Plan (n=120)**

Item	Yes		Somehow		No		Relative weight	Relative importance	CHI <sup>2</sup>
	F	%	F	%	F	%			
<b>First axis: Mission and Vision of the Youth Center</b>									
1	64	53.33	48	40	8	6.67	296	82.22	41.60*
2	64	53.33	40	33.33	16	13.33	288	80	28.80*
3	56	46.67	44	36.67	20	16.67	276	76.67	16.80*
<b>Second axis: Objectives of Sports Activity in the Youth Center</b>									
4	80	66.67	28	23.33	12	10	308	85.56	63.20*
5	84	70	32	26.67	4	3.33	320	88.56	82.40*
6	28	23.33	61	50.83	31	25.83	237	65.83	16.65*
7	36	30	56	46.67	28	23.33	248	68.89	10.40*
8	22	18.33	40	33.33	58	48.33	204	56.76	16.20*
9	56	46.67	44	36.67	20	16.67	276	76.67	16.80*
10	52	43.33	52	43.33	16	13.33	276	76.67	21.60*
11	21	17.5	26	21.67	73	60.83	188	52.22	41.15*
12	84	70	24	20	12	10	312	86.67	74.40*
13	32	26.67	73	60.83	15	12.50	257	71.39	44.45*
14	35	29.17	45	37.50	40	33.33	235	65.28	1.25
15	36	30	56	46.67	28	23.33	248	68.89	10.40*
16	28	23.33	61	50.83	31	25.83	237	65.83	16.65*
17	22	18.33	40	33.33	58	48.33	204	56.67	16.20*
<b>Third axis: Financial and Human Resources of Youth Centers</b>									
A) Financial Resources of Youth Centers									
18	10	8.33	39	32.5	71	59.17	179	49.72	46.55*
19	6	5	50	41.67	64	53.33	182	50.56	45.80*
20	21	17.5	26	21.67	73	60.83	188	52.22	41.15*
21	55	45.83	36	30	29	24.17	266	73.89	9.05*
22	35	29.17	59	49.17	26	21.67	249	69.17	14.55*
23	27	22.5	61	50.83	32	26.67	235	65.28	16.85*
24	7	5.83	42	35	71	59.17	176	48.89	51.53*
25	5	4.17	20	16.67	95	79.17	150	41.67	116.25*
26	5	4.17	20	16.67	95	79.17	150	41.67	116.25*
27	27	22.5	62	51.67	31	25.83	236	65.56	18.35*
28	19	15.83	78	65	23	19.17	236	65.56	54.35*
29	6	5	60	50	54	45	192	53.33	43.80*
30	19	15.83	78	65	23	19.17	236	65.56	54.35*
31	5	4.17	37	30.83	78	65	167	46.39	66.95*
32	14	11.67	50	41.67	56	46.67	198	55	25.80*
33	7	5.83	42	35	71	59.17	176	48.89	51.35*
34	10	8.33	39	32.5	71	59.17	179	49.72	46.55*

**FollowTable (3)**  
**Sample Opinions about Elements of the Strategic Plan (n=120)**

Item	Yes		Somehow		No		Relative weight	Relative importance	CHI <sup>2</sup>
	F	%	F	%	F	%			
35	55	45.83	36	30	29	24.17	336	73.89	9.05*
36	35	29.17	59	49.17	26	21.67	249	69.17	14.55*
B) Human Resources of Youth Centers									
37	80	66.67	20	16.67	20	16.67	300	83.33	60.00*
38	48	40	65	54.17	7	5.83	281	78.06	44.45*
39	28	23.33	74	61.67	18	15	250	69.44	44.60*
40	10	8.33	58	48.33	52	43.33	198	55	34.20*
41	27	22.5	61	50.83	32	26.67	235	65.28	16.85*
42	22	18.33	40	33.33	58	48.33	204	56.67	16.20*
43	9	7.5	28	23.33	83	69.17	166	46.11	73.85*
44	9	7.5	32	26.67	79	65.17	170	47.22	63.65*
45	21	17.5	26	21.67	73	65.83	188	52.22	41.15*
46	5	4.17	20	16.67	95	60.83	150	41.67	116.25*
<b>Fourth axis: The Chosen Strategy</b>									
47	22	18.33	40	33.33	58	48.33	204	56.67	16.20*
48	35	29.17	59	49.17	26	21.67	249	69.17	14.55*
49	84	70	24	20	12	10	312	86.67	74.40*
50	21	17.5	26	21.67	73	60.83	188	52.22	41.15*
51	36	30	56	46.67	28	23.33	248	68.89	10.40*
<b>Fifth axis: Strategic Alternatives</b>									
52	28	23.33	61	50.83	31	25.83	237	65.83	16.65*
53	21	17.5	26	21.67	73	60.83	188	52.22	41.15*
54	22	18.33	40	33.33	58	48.33	204	56.67	16.20*
55	39	32.5	58	48.33	23	19.17	256	71.11	15.35*
56	15	12.5	37	30.83	68	56.67	187	51.94	35.45*

**CHI<sup>2</sup> table value on  $P \leq 0.05$  = 5.99**

sample members for all items except for item no. (14)

Table (3) shows statistically significant differences among

**Table (4)**

**Sample Opinions about Elements of Initiating the Strategic Plan  
(n=120)**

Item	Yes		Somehow		No		Relative weight	Relative importance	CHI <sup>2</sup>
	F	%	F	%	F	%			
<b>Sixth axis: Administrative Policies for Managing Sports Activity in the Youth Center</b>									
57	96	80	24	20	0	0.00	336	93.33	124.80*
58	53	44.17	60	50	7	5.83	286	79.44	41.45*
59	64	53.33	48	40	8	6.67	296	82.22	41.60*
60	24	20	43	35.83	53	44.17	211	58.61	10.85*
61	68	56.67	44	36.67	8	6.67	300	83.33	45.60*
62	16	13.33	49	40.83	55	45.83	201	55.83	22.05*
63	22	18.33	44	36.67	54	45	208	57.78	13.40*
64	65	54.17	50	41.67	5	4.17	300	83.33	48.75*
65	54	45	48	40	18	15	276	76.67	18.75*
66	39	32.5	56	46.67	25	20.83	254	70.56	12.05*
67	8	6.67	43	35.83	69	57.5	179	49.72	46.85*
67	9	7.5	32	26.67	79	65.83	170	47.22	63.65*
69	15	12.5	37	30.83	68	56.67	187	51.94	35.45*
70	36	30	56	46.67	28	23.33	248	68.89	10.40*
71	35	29.17	46	38.33	39	32.5	236	65.56	1.55
72	12	10	30	25	78	65	174	48.33	58.20
73	22	18.33	40	33.33	58	48.33	204	56.67	16.20*
<b>Seventh axis: Administrative Procedures for Managing Sports Activity in the Youth Center</b>									
74	48	40	65	54.17	7	5.83	281	78.06	44.45*
75	64	53.33	48	40	8	6.67	296	82.22	41.60*
76	64	53.33	40	33.33	16	13.33	288	80	28.80*
77	48	40	48	40	24	20	264	73.33	9.60*
78	24	20	43	35.83	53	44.17	211	58.61	10.85*
79	88	73.33	32	26.67	0	0.00	328	91.11	99.20*
80	15	12.5	37	30.83	68	56.67	187	51.94	35.45*
81	50	41.67	46	38.33	24	20	266	73.89	9.80*
82	28	23.33	74	61.67	18	15	250	69.44	44.60*
83	15	12.5	47	39.17	58	48.33	197	54.72	24.98*
84	12	10	30	25	78	65	174	48.33	58.20*
85	35	29.17	51	42.5	34	28.33	241	66.94	4.55

**Follow Table (4)**

**Sample Opinions about Elements of Initiating the Strategic Plan (n=120)**

Item	Yes		Somehow		No		Relative weight	Relative importance	CHI <sup>2</sup>
	F	%	F	%	F	%			
<b>Sixth axis: Administrative Policies for Managing Sports Activity in the Youth Center</b>									
86	17	14.17	51	42.5	52	43.33	205	56.94	19.85*
87	7	5.83	42	35	71	59.17	176	48.89	51.35*
88	15	12.5	60	50	45	37.50	210	58.33	26.25*
<b>Eighth axis: Estimated Budgets of Sports Activity in the Youth Center</b>									
89	93	77.5	15	12.5	12	10	321	89.17	105.45*
90	80	66.67	20	16.67	20	16.67	300	83.33	60.00*
91	57	47.50	56	46.67	7	5.83	290	80.56	40.85*
92	9	7.5	50	41.67	61	50.83	188	52.22	37.55*
93	9	7.5	74	61.67	37	30.83	212	58.89	53.15*
94	8	6.67	43	35.83	69	57.50	179	49.72	46.85*
95	15	12.5	37	30.83	68	56.67	187	51.94	35.45*
96	64	53.33	43	35.83	13	10.83	291	80.83	32.85*
97	8	6.67	43	35.83	69	57.50	179	49.72	46.85*
98	17	14.17	61	50.83	42	35	215	59.72	24.35*
99	19	15.83	55	45.83	46	38.33	213	59.17	17.55*
100	39	32.50	58	48.33	23	19.17	256	71.11	15.35*
101	5	4.17	20	16.67	95	79.17	150	41.67	116.25*
<b>Ninth axis: Timeframe Schedules of Sports Activity in the Youth Center</b>									
102	84	70	36	30	0	0.00	324	90	88.80*
103	88	73.33	24	20	8	6.67	320	88.89	89.60*
104	5	4.17	37	30.83	78	65	167	46.39	66.95*
105	56	46.67	36	30	28	23.33	268	74.44	10.40*
106	22	18.33	40	33.33	58	48.33	204	56.67	16.20*
107	37	30.83	66	55	17	14.17	260	72.22	30.35*
108	16	13.33	92	76.67	12	10	244	67.78	101.60*
109	48	40	65	54.17	7	5.83	281	78.06	44.45*
110	6	5	60	50	54	45	192	53.33	43.80*
111	31	25.83	55	45.83	34	28.33	237	65.83	8.55*
112	21	17.5	26	21.67	73	60.83	188	52.22	41.15*
113	9	7.5	28	23.33	83	69.17	166	46.11	73.85*

**CHI<sup>2</sup> table value on P≤0.05 = 5.99**

Table (4) shows statistically significant differences among sample members for all items except for items no. (71, 85)

**Table (5)**  
**Sample Opinions about Elements of Initiating the Strategic Plan**  
**(n=120)**

Item	Yes		Somehow		No		Relative weight	Relative importance	CHI <sup>2</sup>
	F	%	F	%	F	%			
<b>Tenth axis: Elements of Monitoring and Evaluation</b>									
114	15	12.5	37	30.83	68	56.67	187	51.94	35.45*
115	57	57	56	46.67	7	5.83	290	80.56	40.85*
116	39	32.5	58	48.33	23	19.17	256	71.11	15.35*
117	22	18.33	40	33.33	58	48.33	204	56.67	16.20*

CHI<sup>2</sup> table value on P≤0.05 = 5.99

Table (5) shows statistically significant differences among sample members for all items.

#### **Discussion:**

#### **Internal Environment Survey:**

Items (1, 18) in table (1) show statistically significant differences among sample members who chose "somehow". This indicates that youth centers provide a somehow positive environment for talent identification as attitudes of youth centers employees are somehow positive towards achieving objectives.

**Al-Garawany, H. & Khamis, S** (2009) indicated that talent includes complex characteristics that qualify individuals to achieve higher levels of some skills and functions. The talented person enjoys a natural aptitude that is

refined by suitable environment (27)

**Bikan, F. A.** (2008) indicated that effective strategic planning should include all aspects of the organization as it should work on motivating all employees and increasing their sense of belonging. In addition, it should be based on information reflecting needs and expectations of all employees to create an objective and friendly atmosphere that encourages information sharing among all parties (28)

Items (2,3,4,5,6,7,8,9,10,11,12,13,14, 15,16,17,19,20) in table (1) show statistically significant differences among sample members who chose "No". This indicates that youth centers face several problems including the lack of variety in activities and the lack of



effective means for promoting and advertizing services. Youth centers do not encourage improving and fostering sports talents. These centers do not have sufficient numbers of specialists and managers for all activities provided. In addition, there is a lack of specialized coaches in various sports. Youth centers do not serve the local community for practicing sports and therefore do not contribute in talent identification and sponsoring. There is a lack in governmental support for initiating sports activities plans in youth centers and these centers do not have self-funding mechanisms for raising funds. In addition, financial management of sports activities is not independent from the budget of other activities in the center. Furthermore, distinguished athletes do not get rewards or incentives for their contributions.

This is in agreement with **Radwan, H.** (2000) who indicated that sports organizations face some problems in fund raising in addition to that rules and regulations may hinder efforts of self- and private funding of these organizations. There is

also a lack in specialists who may solve such problems (29)

Results also indicate that youth centers do not have data bases for information about sports activities (athletes – managers – coaches). These centers lack modern information systems for information about various activities. In addition, there is a lack in telecommunication systems between centers and sports and youth departments in governorates as communication systems are not suitable for this huge amount of information that need to be communicated among these bodies.

This is in agreement with **Al-Sayed, A.** (2006) who indicated that quick communication systems are lacking among youth centers and the ministry of youth. She also indicated that internal consistency is a very important factor for individuals to practice activities (22)

**Al-Shafee, H.** (2007) indicated that the availability of communication and information systems and incentive systems for the organizations are from the most important factors of success (14)

**Bikan, F.** (2008) indicated that effective management that applies strategic planning increases the availability of clear communication channels. In addition, this type of management makes the organization more open-minded towards new visions and decreases bureaucracy and rigid regulations. Furthermore, this type of management encourages leaders with creative and innovative visions and ideas (28)

Results also showed that youth centers lack good administrative structure for managing sports activities and services. Attitudes of managers in these centers are not towards applying effective incentives and punishments. Furthermore, administrative bodies of youth and sports governorate do not deal with sports talents systematically or scientifically.

This is in agreement with **Abd El-Kereem, W.** (2004) who indicated that youth centers do not apply incentives and punishments (23)

This is also in agreement with **Al-Sayed, A.** (2006) who indicated that practices of boards of administration

towards managers do not help releasing their creative abilities in decision making and solving non-traditional problems (22)

If strategic planning is to succeed, it is important to convince those who are responsible for the organization with its importance in addition to providing financial, human, organizational and technological resources. In addition, we should prepare well-qualified leaders and improve employees professionally. Therefore, the administrative structure should be consistent with strategic and realistic plans so as not to discover that these plans are mere dreams (30)

The researcher thinks that youth centers suffer from major deficiencies in processes and activities concerning services provided for the society. Centers can not afford specialized managers, specialists or coaches for all sports activities. They can not identify or support sports talents. There is also a major lack in information and communication systems. This is mostly due to the lack of governmental funding and support which reflects that political decision makers do

not believe in sport as a major national investment or even in its role in total development of the society.

### **External Environment Survey:**

Items (21, 22, 23, 24, 25, 31, 32, 34, 38, 39, and 40) in table (2) indicate statistically significant differences among sample members who chose "Yes". This indicates that the increase of prices affects practicing sports in youth centers. Governmental funding affects numbers of those who are involved in sports activities in youth centers. The lack of financial resources affects maintenance of facilities and equipments. Most youth centers struggle for raising funds for routine works.

This is in agreement with **Abd El-Kereem, W.** (2004) who indicated that governmental funding is not suitable for establishments and facilities of youth centers (23)

**Al-Alakemy, N.** (1997) indicated that major problems that face youth centers are the lack of governmental funds in general, and especially fund dedicated for coaches and private employees. Youth centers host employees who are financially dependant on

other sectors. In addition, financial rules and regulations are either to stiff or not existing at all (31)

Results also indicate that the State is working on activating e-government in all its organizations. In addition, modern technology and cable networks contribute in increasing sports culture and involvement. There is a positive political trend towards sports and athletes. Egypt has already issued rules and regulations allowing youth centers to receive financial aids and donates. Youth centers are usually established inside crowded neighborhoods so that they are easy to access. These facilities are located away from industrial zones and polluted areas.

**Hammouda, E.** (2006) indicated that basic concepts of sports programs are related to the society so that individuals are linked to their communities. This increases their sense of belonging. Furthermore, sports activities objectives are highly related to political and economic goals of the society, and therefore help in improving and developing the society as a whole (32)

**Article (11) of the Youth Centers Financial Regulations (2004)** state that members' subscriptions and fees of participation are set by the board of administration and is approved by the administrative body, in addition to revenues of matches, activities and parties approved by the board and aids and donations accepted on condition that the administrative body should approve it. Other financial resources include revenues of using phone booths, cafeterias, visitors' tickets and tickets for using facilities, in addition to revenues of shops, fairs and markets held inside the center (33)

**Hammouda, E. (2006)** indicated that as the State is interested in increasing financial resources of youth centers and providing them with basic establishments for services, the state allowed these centers to receive donations and aids which become a major source without which the center can not fulfill its responsibilities (32)

Items (29, 30, 36 and 37) in table (2) indicate statistically significant differences among sample members who chose

"Somehow". This indicates a positive attitude in the Egyptian society towards sports. Youth centers in cities and villages somehow help increasing sports awareness and culture. Mild weather of Egypt all year long helps practicing sports regularly. Egyptian soil's nature – as it is not too high from sea level – also increases sports involvement.

**Hammouda, E. and Abd El-Kereem, W. (2007)** indicated that if objectives are to be achievable, they should be consistent with the surrounding environment, members' potentials and capabilities and finally the available financial and human resources (34)

Items (26, 27, 28, 33 and 35) in table (2) indicate statistically significant differences among sample members who chose "No". This indicates youth centers do not have websites for their news and youth and sports governorates do not provide centers with modern sports e-libraries. In addition, there is no social cooperation with centers for attracting more individuals to practice sports. Current rules and regulations

do not help achieving youth centers' objectives. There is no political interest in improving these rules and regulations.

**Abu Zaid, D.** (2010) thinks that sports e-libraries in youth centers are very important for disseminating sports culture among members. In addition, distinguished athletes should get incentives and awards to motivate them to improve their levels (18)

The researcher thinks that the lack of governmental funds for financing youth centers affective the success of the sports system negatively, especially on the level of championships. Although there is a political interest in improving sports and supporting sports talents, the government issued regulations that allow youth centers to receive donations and aids instead of providing sufficient governmental funds. The lack of financial resources opens the door for donors and stakeholders to affects objectives and policies of youth centers. If current rules and regulations do not help youth centers to achieve their objectives, these rules and regulations should be amended

to guarantee the increase of investment in sports.

### **Elements of the Strategic Plan:**

#### ***First axis: Mission and Vision***

Items (1, 2, and 3) in table (3) indicate statistically significant differences among sample members who chose "Yes". This indicates that youth centers are concerned with identifying and sponsoring sports talents to be the core of national teams. Centers are interested in forming attitudes towards sports involvement and work on spreading sports culture.

**Khalil, N.** (1994) that any organization that will apply strategic planning should set a mission, a vision and objectives as these are the starting points for any desired success. These three things help any organization to identify its path; its identity and what should or should not be done in addition to prioritizing its needs (35)

**Bikan, F.** (2008) indicated that strategic planning is a process where the organization is studying alternatives about its identity and objectives in addition to resources needed for future success and who are the

beneficiaries. This means to predict the future situation and to take decisions right now (28)

**Abd El-Ghany, N.** (2009) indicated that strategic planning needs to predict short-term and long-term future as the corner stone of drawing future policies according to studies about the present. This includes understanding the current situation and identifying the gap between reality and desired future. Then, we should envisage the future along a specific period of time and what should be done for initiation and monitoring progress (36)

The researcher disagrees with the sample members' opinions as in reality mission and vision of youth centers in identifying and supporting sports talents are not fulfilled. This is reflected in limited success of Egyptian athletes in Olympic Games, which are mostly due to mere coincidence instead of solid-based research works. This was revealed in the report of Facts Exploration Committee about Egypt's failure in Beijing Olympics. The reports stated that what was achieved can be due to individual efforts without any systematic or

planned efforts. This indicates the importance of designing a strategic plan for identifying and supporting sports talents on the long term.

***Second axis: Objectives of Sports Activities in Youth Centers:***

Items (4, 5, 9, 10 and 12) in table (3) indicate statistically significant differences among sample members who chose "Yes". This indicates that there are specific objectives for sports activities in youth centers. Ministry of youth is setting objectives for sports activities in youth centers. Sports supervisors are responsible for achieving these objectives. Youth and sports governorates cooperate with youth centers' administrations to achieve these objectives and monitor progress.

**Morad, H.** (2001) indicated that objectives of sports activities in youth centers are too general and interpretable and this makes them difficult to achieve. In addition, efforts of regular monitoring and evaluation of objectives, plans and programs of sports activities in youth centers are very limited (2)

**Hammouda, E.** (2006) indicated that objectives of

sports activities in youth centers are too general without any procedural objectives. Reformulating these objectives is necessary (3)

**Hammouda, E. and Abd El-Kereem, W.** (2007) indicated that if objectives are to be applicable, they should be accurate and specific with a common understanding (34)

Items (6, 7, 10, 13, 14, 15 and 16) in table (3) indicate statistically significant differences among sample members who chose "Somehow". This indicates that youth and sports governorates somehow contribute in setting objectives of sports activities in youth centers but they do not cooperate properly with them to achieve these objectives. Objectives of sports activities in youth centers are somehow measurable and can attract new members for practicing sports and joining sports teams. Youth centers somehow identify, select and support sports talents.

**Article (98) of the Rules and Regulations of Youth Centers** state that the administrative body in charge and its branches supervise the center's work and activities technically, financially and

administratively to help centers to fulfill their missions and objectives (37)

**Hammouda, E.** (2006) indicated that talents should be provided with good care through allowing distinguished athletes to join teams of sports clubs and youth centers represented in national competitions held by sports federations and the general federation of youth centers. This will provide national teams with distinguished talents to represent Egypt in international competitions (32)

Items (8, 11 and 17) in table (3) indicate statistically significant differences among sample members who chose "No". This indicates that objectives of sports activities in youth centers do not reflect members' needs, in addition to the lack of long-term plans for achieving objectives of sports activities in youth centers. Youth centers do not encourage talents to join sports schools.

**Hamed, N.** (1999) indicated that the real situation of Egyptian sport lacks long-term plans for preparing and supporting sports talents for future international careers, although faculties of physical

education, the Egyptian Olympic Committee and Egyptian Olympic Federations work on preparing leaders who can plan the future of Egyptian sports. Actually they do not fulfill this objective for several reasons like the lack of a clear strategy and other requirements of good planning (12)

The researcher thinks that as youth centers are located inside various types of communities, they need leaders not merely employees. This means that sports specialists in youth centers should believe in the importance of fulfilling these objectives in addition to providing youth centers with qualified coaches to support talents and provide these coaches with suitable financial support.

### ***Third axis: Financial and Human Resources***

#### ***A) Financial Resources:***

Items (21 and 35) in table (3) indicate statistically significant differences among sample members who chose "Yes". This indicates that most playgrounds and fields are available and provided with light systems for night use. In addition, locations of youth centers are suitable for their geographic zones.

This is in agreement with **Abu Zaid, D.** (2010) who indicated that locations of youth centers are suitable for their geographic zones but their areas are not suitable for the number of population they serve (18)

Items (22, 23, 27, 29, 30 and 36) in table (3) indicate statistically significant differences among sample members who chose "Somehow". This indicates that youth centers are somehow equipped with sports equipments but storerooms of these equipments are not safe or well-ventilated. In addition, not all youth centers have first aid units and most of them are located far from emergency care units or hospitals. Most sports teams in youth centers do not get sports wears and in case they get them, the distribution is not equal among all teams. Furthermore, planning for sports activities is somehow not suitable for the available resources.

This is in agreement with **Abu Zaid, D.** (2010) who indicated that equipments, playgrounds and maintenance budgets are somehow available for youth centers and some of



these playgrounds are equipped with light systems (18)

Items (18, 19, 20, 24, 25, 26, 31, 32, 33 and 34) in table (3) indicate statistically significant differences among sample members who chose "No". This indicates that youth centers do not have enough playgrounds and gyms for various sports. In addition, the number of these facilities is not suitable for large number of members willing to practice sports. Areas of floors and playground are not according to legal and technical criteria of international sports federations. There are no lockers, bathrooms or gyms in most youth centers. In cases where gyms are available, they are not equipped with legally approved sports equipments. There are not specific places for administrative purposes. Youth centers do not pay nutrition or transportation allowances for athletes and do not provide them with regular health care. In addition, areas of these youth centers are no longer suitable for the population to be served.

This is in agreement with **Harisa, A.** (1999) who indicated that playgrounds and equipments are not enough for

practicing sport in youth centers (38)

This is also in agreement with **Morad, H.** (2001) who indicated that youth centers do have plans and objectives for sports activities but the lack of human and financial resources makes them difficult to achieve (2)

**Abd El-Haleem, A.** (2001) indicated that most youth centers do not have enough area for the population to be served (39)

**Morsy, A.** (2003) indicated that lockers and bathrooms are lacking or not suitable in number for number of members (40)

**Al-Sayed, A.** (2006) indicated that areas of youth centers do not allow the development of its facilities and its objectives are not suitable for its capabilities (22)

**Ismaeel, K. & Abd El-Fattah, A.** (2001) indicated that each sports facility should include all necessary equipments like lockers, medical care units, bathroom, showers massage units, rehab units, cafeterias, training rooms and halls and administrative rooms (41)

The researcher thinks that the lack of financial

resources in youth centers is a major problem for supporting sports talents as most athletes dream of transferring to higher rank clubs which in turn may provide limited revenues for the youth center.

#### B) Human Resources

Item (37) in table (3) indicates statistically significant differences among sample members who chose "Yes". This indicates that youth and sports governorates have supervisors responsible for monitoring sports activities in youth centers.

**Article (98) of the Rules and Regulations of Youth Centers** (2009) state that the administrative body in charge and its branches supervise the center's work and activities technically, financially and administratively to help centers to fulfill their missions and objectives. In addition, it helps mutual exchange of available resources and organizes meetings among youth centers which include training courses for leaderships (37)

Items (38, 39, 40 and 41) in table (3) indicate statistically significant differences among sample members who chose "Somehow". This indicates that

sports activity supervisors in youth centers are not always from the graduates of faculties of physical education. In addition, sports leaderships qualified for managing sports activities are chosen and sports and youth governorates somehow provide them with suitable training courses.

**Hammouda, E.** (2006) indicated that general trends in working with youth are to concentrate on research works and programs for preparing professional natural leaders. This can be achieved through training programs for leaders according to the needs of specific systems, sectors and associations with special consideration about updating training aids (32)

Items (42, 43, 44, 45 and 46) in table (3) indicate statistically significant differences among sample members who chose "No". This indicates that numbers of sports activity supervisors are not suitable for numbers of activities. There is a lack in specialized coaches in youth centers and coaches are not chosen according to their academic qualifications. In addition, youth centers do not

provide coaches with proper training.

This is in agreement with **Abu Zaid, D.** (2010) who indicated that there is a lack in number of sports activity supervisors and coaches in youth centers as their numbers are not suitable for the numbers of members (18)

The researcher thinks that this lack is due to the low financial support of those coaches which in turn is due to the decrease in financial resources of youth centers. Their low salaries do not support their lives and make them try to find alternative jobs, or in some cases they refrain from doing their best to achieve the center's objectives.

***Fourth axis: Strategy***

Item (49) in table (3) indicates statistically significant differences among sample members who chose "Yes". This indicates that outside competitions contribute in identifying sports talents and provides them with good opportunities for contact with other athletes.

Items (48 and 51) in table (3) indicate statistically significant differences among sample members who chose "Somehow". This indicates that

plans and programs of sports activity somehow provide enough time for talents to emerge and be judged. Youth centers somehow have human cadres capable of identifying and guiding sports talents according to their potentials.

**Hammouda, E.** (2006) indicated that basic principles of designing programs concentrate on members' desires and attitudes as these programs should be linked to members' needs. Activity programs provide members with psychological, mental and physical care and make them more consistent with their community. Programs can not achieve their educational objectives unless they include all aspects that provide activities linked to members' needs (32)

Items (47 and 50) in table (3) indicate statistically significant differences among sample members who chose "No". This indicates that plans and programs of youth centers do not allow creativity and talent emergence in sports as youth centers do not provide playgrounds and equipment for fulfilling these plans and programs.

**Al-Hawy, Y.** (2004) indicated that integrated care for sports talents need good environment for good practice, in addition to safe equipments and playground and good care for living conditions like food, shelter and clothing as these affect talents and their progress (42)

The researcher thinks that youth centers are public sports associations as they are located in most cities and villages, in addition to their low fees as these factors make them more capable of including all sectors of the society. If various departments of the State cooperate in improving these centering and designing strategic plans for investing them in talent identification and support, these centers will enlarge the base of sports practice in the society and will provide national teams with talents capable of making more international and Olympic achievements.

***Fifth axis: Strategic Alternatives***

Items (48 and 51) in table (3) indicate statistically significant differences among sample members who chose "Somehow". This indicates that

weaknesses and limitations of the internal environment are somehow being worked out and somehow there is a chance for investing opportunities in improving and developing performance of youth centers to its potentials.

**Hammouda, E.** (2006) indicated that improving, quantitatively and qualitatively, and completing youth facilities can help including more members to practice in all sports for various age groups. He also indicated that although governmental support helps developing these centers, this financial support should increase annually o fulfill the requirements of these facilities (3)

Items (53, 54 and 56) in table (3) indicate statistically significant differences among sample members who chose "No". This indicates that strengths of available human and financial resources are not invested in achieving youth centers' objectives. Success of teams and distinguished athletes is not invested in motivating other athletes and teams to achieve more. Mechanisms of initiating plans and programs, through coping

with threats, are not implemented.

**Johns, C. & Johns, G.** (2001) indicated that it is necessary to perform internal analysis for weaknesses and strengths in sports associations to choose the best strategy on the functional level and the services level as well. Application comes through designing monitoring systems and organizational structure to achieve harmony between strategy, structure and monitoring systems. There should be a department for strategic change (feedback) (43)

The researcher thinks that identifying and supporting sports talents is a must in the light of future perspective of competition. It is time to adopt new strategic visions as sport in Egypt needs a revolution not merely development. Youth centers can be the starting point for of this as available opportunities can be invested in improving performance and making the best use of it. Youth centers can expand the sports practice base through establishing schools and academies for identifying, fostering and supporting various sports talents.

### **Initiation of the Strategic Plan:**

#### ***Sixth axis: Policies for Sports Activity Management in Youth Centers***

Items (57, 59, 61, 64 and 65) in table (4) indicate statistically significant differences among sample members who chose "Yes". This indicates that the Ministry of Youth sets general policies for sports activities in youth centers, concentrating on various age groups, while boards of administrators in these centers set internal policies in the light of the ministerial policies. Youth centers have rules and regulations for budgets of sports activities. Youth and sports governorates monitor the implementation of internal policies inside youth centers.

**Collins (2005)** indicated the importance of setting plans and policies for identifying and supporting sports talents with special consideration for the multi-facade nature of talents and the need for recognizing the importance of early identification of talents so that individuals can achieve their potentials (44)

#### **Article (47) of the Basic Regulations for Youth**

**Centers** (2009) indicated that the board of administrators practices several responsibilities including the supervision of the center's activity in the light of general ministerial policies and the directives of the specific governorate (37)

Items (58, 66, 70 and 71) in table (4) indicate statistically significant differences among sample members who chose "Somehow". This indicates that youth and sports governorates somehow involve in setting general policies for youth centers. Youth centers somehow have regulations for administrative, artistic and sports activities in addition to fiscal regulations and results of sports teams are somehow evaluated regularly.

**Hammouda, E. and Abd El-Kereem, W.** (2007) indicated that technical, fiscal and administrative regulations play a major role in organizing and initiating various responsibilities inside youth centers. Implementing tasks efficiently can be achieved through rules and regulations in addition to monitoring performance and correcting mistakes regularly. This improves the performance and

enhances achieving objectives (34)

Items (60, 63, 67, 68, 69, 72 and 73) in table (4) indicate statistically significant differences among sample members who chose "No". This indicates that general policies in youth centers concentrate on males and ignore females. Not all levels of administration involve in setting internal policies and these policies are not amended in the light of members' opinions. Responsibilities of each member are not identified clearly and there are no regulations for choosing coaches and team managers. In addition, levels of coaches and team managers are not evaluated regularly and there are no plans for establishing schools and academies for sports activities in youth centers. Furthermore, talent identification and support in youth centers is not planned.

**Mokhtar, H.** (2009) indicated that all the three levels of administration should involve in planning to achieve desired objectives and leaders and subordinates for initiating plans should be available (45)

**Al-Shafee, H.** (2007) identified factors of successful

strategic planning as follows: involving professional planners, planning should be group-based, higher administrative levels should be flexible with strategic plans, a good information and communication systems, planning should be innovative, an open atmosphere for the organizational culture, establishing incentives system and establishing a research and development department (14)

The researcher thinks that expanding the sports practice base in all age groups and both sexes should be an established general policy in youth centers to support principles of equity in care and services. Planning for sports activities through governorates should be in the light of the ministerial plan to guarantee integration in plans. Furthermore, there should be regulations for financial rewards and punishments.

***Seventh axis: Procedures for Managing Sports Activities***

Items (75, 76, 77, 79 and 81) in table (4) indicate statistically significant differences among sample members who chose "Yes". This indicates that governorates identify

procedures for managing sports activities in youth centers. There are procedures for coordinating administrative work between governorates and youth centers. Governorates monitor the initiation of these procedures in youth centers. There are penalty regulations for managerial mistakes and managerial procedures for financial settlement are simple and clear.

This is in agreement with **Abu Zaid, D.** (2010) who indicated that there are procedures for coordinating administrative work between governorates and youth centers. Governorates monitor the initiation of these procedures in youth centers. There are penalty regulations for managerial mistakes. Youth centers file annual reports for governorates about types of activities and numbers of members practicing them (18)

Items 74, 77, 82, 85 and 88) in table (4) indicate statistically significant differences among sample members who chose "Somehow". This indicates that managerial procedures in youth centers help achieving objectives of sports activity.

Governorates somehow monitor initiating managerial procedures in youth centers. Managerial procedures of providing clothing and equipments are somehow simple and clear. There are managerial procedures for preparing and equipping playgrounds, using equipments and rewarding distinguished team managers.

**Bikan, F.** (2008) indicated that strategic planning is supportive for administration in general as it provides common visions and good reasons for the existence of an organization. It also increases commitment with duties and responsibilities and it is a major request for fund raising and prioritization to deal with any difficulties (28)

Items (78, 80, 84, 86 and 87) in table (4) indicate statistically significant differences among sample members who chose "No". This indicates that governorates do not send delegates to attend board meetings in youth centers. There are no modern communication channels between governorates and youth centers to monitor managerial procedures. There

are no managerial procedures for recruiting coaches, providing medical care for athletes, identifying sports talents or rewarding distinguished athletes.

This is in agreement with **Abu Zaid, D.** (2010) who indicated that governorates do not send delegates to attend board meetings in youth centers. There are no modern communication channels between governorates and youth centers to monitor managerial procedures (18)

The researcher thinks that specific managerial procedures that include detailed steps according to a chronological sequence is very helpful in initiating tasks in sequence, increasing efficiency and achieving objectives. Therefore, there should be coordination between governorates, as responsible for monitoring, directing and evaluating, and youth centers as executives. Penalty code or regulations is the guarantee of commitment of all workers to file their plans and reports and initiate projects and programs on schedule according to the plan. Rewarding distinguished employees and athletes make them more satisfied and



motivated to achieve more. There should be specific procedures for talent identification and support to activate the social role of youth centers and to eliminate any differences among them.

***Eighth axis: Estimated Budgets of Sports Activity in Youth centers***

Items (89, 90, 91 and 96) in table (4) indicate statistically significant differences among sample members who chose "Yes". This indicates that governorates allocate budgets for youth centers based on the volume of activities and previous achievements. Planning for sports activities in youth centers is based on these budgets and boards control all expenses on sports activities.

**Article (6) of the Fiscal Regulations for Youth Centers (2004)** states that centers' boards prepare estimate budget for revenues and expenses during the upcoming fiscal year. All excising contracts and potential events should be considered according to the center's plan of involving in all outside activities on all levels specified by governorates (33).

Estimated budgets are considered detailed fiscal plans

covering all aspects of activity during the upcoming period for achieving objectives and coordinating and monitoring activities and processes. Estimated budgets are toll expressing objectives and policies set by supreme administration (46)

Items (93, 98, 99 and 100) in table (4) indicate statistically significant differences among sample members who chose "Somehow". This indicates that budgets allocated for sports activity in youth centers are somehow proportionate to the surrounding community. Youth centers try to increase budgets through donations and somehow distinguished athletes and team managers receive rewards.

**Abd El-Kareem, W. (2004)** indicated that there are no budgets for incentives on youth centers and personal relations play a major role in deciding on giving incentives. Therefore, incentives/punishments principle is not active (23)

Items (92, 94, 95, 97 and 101) in table (4) indicate statistically significant differences among sample members who chose "No".

This indicates that annual budgets for sports activity in youth centers are not sufficient for achieving objectives. Furthermore, centers do not receive budgets long enough before activities and these budgets are not equally divided among activities. Budgets are not limited to governorate funds and there are no budgets for professional development of coaches and team managers.

**Al-Naggar, M. (2006)** states that to improve any organizations and to initiate its activities and fulfill its objectives and policies, all available economic resources should be used and monitored effectively. Estimated budgets are good tools for the best use and monitoring available resources. Effective estimated budget is not merely to be used before initiating activities. Instead, its real role comes after preparation (47)

The researcher thinks that all existing and expected circumstances should be considered when preparing estimated budgets to achieve its goals. These estimates should be flexible to face any emergency or unlikely events during initiation. They should reflect ideal objectives for

measuring real performance. Guidance from directors and administrators is needed that way.

***Ninth axis: Time Schedules for Sports Activities in Youth Centers***

Items (102, 103 and 105) in table (4) indicate statistically significant differences among sample members who chose "Yes". This indicates the existence of specific time schedules for sports activities in youth centers. These schedules are set according to the ministerial plan and they are modifiable according to emergency situations.

Article (17) of the Programs' Guide for Youth Centers (2002) states that centers guarantee variation in programs according to members' involvement and situations (48)

Items (107, 108, 109, 110 and 111) in table (4) indicate statistically significant differences among sample members who chose "Somehow". This indicates that sports activity programs in youth centers somehow include all activities for all age groups and both sexes. When setting programs, youth centers are somehow committed to

directives of governorates. Types of activities are somehow suitable for members' needs and are initiated according to time schedules based on the plan.

**Hammouda, E. and Abd El-Kareem, W.** (2007) indicated that designing activity programs according to members' desires makes them more positive and motivated during practice and strengthens bonds between them and their groups (34)

**Al-Alakemy, N.** (1997) indicated that the decrease of attendance rates in youth centers is due to the lack of activities suitable for all age groups as most programs concentrate on specific age groups, in addition to the misconception that youth centers are only for males. Youth centers can not fulfill the desires of its members. They are very weak in advertizing and marketing itself (31)

Items (104, 106, 112 and 113) in table (4) indicate statistically significant differences among sample members who chose "No". This indicates that time schedules are not suitable for all members and programs set

by governorate do not include all sports activities or specific programs for talent identification and support. These programs are not monitored well.

**Abdullah, M.** (2009) indicated that there are some barriers related to time schedules as a means for initiating sports activities. These include the inability of some administrators to plan or create suitable programs as they lack belief experience or knowledge of objectives. Centralized administration may also hinder initiating activities. Insufficient time may hinder planning and creativity and limits the program and the whole plan to a very limited range (49)

**Walsh, Sicilia** (2010) indicated that sports talents exist since a very early age and is affected, negatively or positively, with programs (50)

The researcher thinks that sports activity programs in youth centers should include all sports activities and should consistent with he desires of all members. A strategic plan for identifying and supporting Olympic champions does not mean to concentrate only combat sports and weight

lifting and to ignore all other sports. On the contrary, this plan should be implemented side by side with other activities as it may represent a stimulant for athletes in other sports to do their best and excel in their sports.

**Elements of Monitoring and Evaluation in the Strategic Plan:**

***Tenth axis: Elements of Monitoring and Evaluation***

Item (115) in table (4) indicates statistically significant differences among sample members who chose "Yes". This indicates that monitoring and evaluation process for performance is based on results and achieving objectives.

**Alkam, M.** (2008) indicates the importance of monitoring and evaluation as it enables directors and administrators to see if objectives and plan are on track or not and the future steps to be taken. It also provides them with feedback information about employees' performance, supports financial safety and decreases damages in the work place (51)

Item (116) in table (4) indicates statistically significant differences among

sample members who chose "Somehow". This indicates that monitoring and evaluation is somehow done based on the commitment of those who are responsible for sports activities to their delegated responsibilities.

Item (7) of Article (57) of the Basic Rules and Regulations (2009) states that executives perform several responsibilities. These include filing monthly and quarterly reports about the conditions, works, achievement and barriers of the center to the specific governorate. Specific governorates monitor the implementation of the center's plan every three months to assure that the managerial system is performing its duties. In cases of violation or negligence of responsibilities, governorates take all legal actions against the executive system of the center (37)

**Hammouda, E. and Abd El-Kareem, W.** (2007) indicated that monitoring through reports is done through regular reports filed by the executive locations. These reports are prepared by managers of programs and projects according to specific templates. Regular reports are

compared to target performance to identify the effectiveness of initiation, weaknesses and decisions to correct them (34)

Items (114 and 117) in table (4) indicate statistically significant differences among sample members who chose "No". This indicates that monitoring and evaluation is not done according to specific criteria and is not based on investing all available resources for achieving objectives.

**Abd El-Kareem, W.** (2004) indicated the lack of clear criteria for measuring objective achievement in youth centers as monitoring methods did not evolve well (23)

These results are in agreement with **Al-Sayed, A.** (2006) who indicated that managerial cadres working in youth centers are not well-qualified to perform monitoring (22)

**Khattab, A.** (2004) indicated that monitoring and evaluation is a basic and continuous process that should accompany the work of any organization as it enables us to identify strengths and weaknesses and quickly respond to limitations through

modifying programs if necessary (15)

The researcher thinks that success of monitoring and evaluation contributes greatly in the success of other elements of the strategic plan. Monitoring and evaluation is a basic and continuous process that should accompany all other administrative processes like planning, policy making, scheduling and allocating budgets. Through this process we can identify where we are, what we are going to do now and if the plan works properly or needs modifications.

### **The recommended Strategic Plan:**

#### **Theoretical Framework:**

At a time when countries all over the world dig for sports talents and support them to achieve higher Olympic levels, we notice that the sports system in Egypt is unable to get along with these massive Olympic and international advances as it lacks a clear strategy for investing the success of Egyptian champions in achieving more Olympic medals. But how can we look for talents without providing various windows for sports practicing? Clubs, with its limited numbers and areas, are

unable to fulfill its commitments towards providing equal opportunities for sports practicing. Furthermore, most clubs do not include sports like wrestling, boxing, judo, taekwondo and weight lifting and most administrators are not interested in these sports. They claim that these sports are not of interest for their members. If these sports are found they lack sufficient financial support although these very sports represent the fame of Egyptian Olympic achievements.

Due to the advantages of youth centers, like facilities, spaces and human recourses, even if they are somehow limited, we do not need to buy new spaces or to establish facilities from scratch. In addition, these centers belong to the Egyptian government and can be considered as the most suitable available solution and a real base for investment in talent identification and sponsoring in sports. In addition, they spread all over Egypt as their number is nearly 4460 centers. These centers can represent the initial stage of initiating the recommended strategy for identifying and

sponsoring Egyptian Olympic Champions.

**Structure:**

1. Internal environment survey for weaknesses and strengths of youth centers in Gharbia Governorate according to SWOT model (Processes and activities of services - Athletes, manager and coaches of youth centers - Funding and fiscal management - Information and communication - Organization and administrative philosophy)
2. External analysis for opportunities and threats of youth centers in Gharbia Governorate according to SWOT model (Economic factors - Technological factors - Socio-cultural factors - Political and legislative factors - Natural factors)
3. Identifying Elements of Strategic Plan for youth centers in Gharbia Governorate to identify and support Olympic champions (Mission and vision - Objectives of Sports Activities in Youth Centers - Financial and Human Resources - Strategy - Strategic Alternatives)
4. Initiation of Strategic Plan for youth centers in Gharbia Governorate to identify and support Olympic

champions (Policies for Sports Activity Management in Youth Centers - Procedures for Managing Sports Activities - Estimated Budgets for Sports Activities in Youth Centers - Time Schedules for Sports Activities in Youth Centers)

5. Identifying Elements of Monitoring and Evaluation of Strategic Plan for youth centers in Gharbia Governorate to identify and support Olympic champions

#### **Basic Concepts and Principles of the Strategic Plan:**

1. The current research is a try to provide suitable conditions for identifying and supporting Egyptian Olympic champions

2. The strategic plan is based on scientific approaches for getting along with major technological advances

3. Sport is a national investment and is the base for developing the individual and society as well

4. Youth centers are very popular inside local communities

5. All sports activities should be of interest, in addition to implementing the plan

6. Financial resources for funding sports activities should be various

7. Qualified administrative cadres should be chosen to implement the plan

8. Qualified administrative cadres should be chosen to perform monitoring and evaluation

9. An administrative structure should be designed for implementing the plan

#### **Elements of the Strategic Plan:**

##### ***1. Internal and external environment surveis according to SWOT model***

This is to identify weaknesses, strengths, opportunities and threats of youth centers in Gharbia Governorate. Scurvies indicated that:

- Youth centers provide good atmosphere for sports talents identification
- Youth centers encourage supporting sports talents
- Designing an administrative structure should be designed for implementing the plan
- Providing sports specialists and team managers according to the number of activities included in the plan

- Providing coaches according to the number of activities included in the plan
- Providing governmental fund for the plan as fiscal management of the plan should be separate from budgets of other activities
- Distinguished athletes, coaches and managers should get incentives and punishment/reward policy should be implemented
- Youth centers should have databases for sports activities information (coaches – athletes – managers)
- Youth centers should have modern information systems for providing information and knowledge related to sports activities
- Modern communication technology should be used to link youth centers with superior administrative bodies
- Rules, regulations and legislations should be amended to encourage sports investment
- Youth centers inside over-populated resident areas should be chosen as they are easy-to-access and are far from industrial zones, swamps and polluted areas.

## 2. *Mission and vision*

- Identifying and supporting sports talents in sports activities included in the strategic plan as a nucleus for national teams

- Forming trends and attitudes towards practicing sports of the strategic plan

- Spreading sports awareness and culture

### 3. *Objectives of Sports Activities in Youth Centers*

- Attracting new members for practicing sports activities included in the strategic plan

- Forming sports teams for sports activities included in the strategic plan

- Identifying and supporting sports talents in sports activities included in the strategic plan

### 4. *Financial and Human Resources*

- Providing playgrounds, gyms and equipments for sports activities included in the strategic plan according to technical and legal criteria of international federations

- Providing safe and well-ventilated storerooms for equipments

- Providing areas for managerial work

- Providing lockers and bathrooms for athletes



- Providing sports specialists and team managers according to the number of activities included in the plan
- Providing coaches according to the number of activities included in the plan
- Providing coaches and team managers with professional development courses

#### **5. Strategy**

- Programs of the strategic plan should encourage creativity and stimulate the emergence of sports talents in addition to allocating sufficient time for judging them
- Providing human cadres capable of identifying and directing sports talents according to their potentials

#### **6. Strategic Alternatives**

- Improving weaknesses in the internal environment of youth centers
- Investing strengths of financial and human resources available in youth centers
- Investing all available opportunities for improving performance
- Expanding mechanisms of implementing programs and plans for coping with threats that may hinder achieving objectives

#### **7. Policies for Sports Activity Management in Youth Centers**

- All administrative levels involve in setting general administrative policies and internal policies of the strategic plan
- Concentrating on specific age groups
- Preparing internal regulations for organizing administrative work and budget management of the strategic plan
- Designing an administrative structure with clear responsibilities for each member involved in the strategic plan

#### **8. Procedures for Managing Sports Activities**

- Coordinating administrative work among all sports bodies involved in the strategic plan
- Financial settlement of budget
- Recruiting coaches and managers
- Providing clothing and equipments
- Providing distinguished athletes with incentives and medical care

- Preparing and maintaining playgrounds and equipments

- Modern communication technology should be used to link youth centers with superior administrative bodies

### ***9. Estimated Budgets for Sports Activities in Youth Centers***

- Providing suitable funds for the strategic plan as fiscal management of the plan should be separate from budgets of other activities

- Funds should be suitable for any future increase in attendance

### ***10. Time Schedules for Sports Activities in Youth Centers***

These are to be set based on:

- Timeframe of the strategic plan

- Periods of high attendance rates

### ***11. Elements of Monitoring and Evaluation of Strategic Plan***

- Monitoring and evaluation should be performed according to specific criteria

- Monitoring and evaluation should be based on results and achieved objectives

### **Bodies Responsible for the Strategic Plan:**

- The National Council for Sport

- The Egyptian Olympic Committee

- Sports Federations of Combat Sports and Weight Lifting

- Sports and Youth Department – Gharbia Governorate

- Chosen Youth Centers

- Tanta Sports Stadium as a central Training Unit

### **Sports Activities included in the Strategic Plan:**

Olympic results of Egypt include (26) medals all of them are in boxing, wrestling, judo, taekwondo and weight lifting. That is why the researcher included these specific sports in the strategic plan.

### **Timeframe of the Strategic Plan:**

Timeframe of the strategic plan includes (10) years (2014-2024) due to the following reasons:

12. This timeframe is sufficient for gaining fruitful results, especially in investment of human resources

13. This timeframe represents a generation of athletes (from childhood to youth)

14. Beneficiaries will be able to compete in 2024 Olympic Games

The strategic plan includes three stages:

- Stage (1): from 2014 to 2016
- Stage (2): from 2016 to 2020
- Stage (3): from 2020 to 2024

#### **Beneficiaries from the Strategic Plan:**

The strategic plan concentrates on a specific ages group (12:14 years at the beginning of the plan in 2014). This age group represents "The Blossoms Stage" in combat sports and weight lifting

#### **Geographic Field:**

The researcher depends on Central place theory, mentioned by **John Bale** (2003) as one of geography's most well-known contributions and we can apply it as an introduction to the location of sports. It can be conceived of as a normative model (i.e. what ought to be, according to certain built-in assumptions)

For our purposes we will call our model a sports place theory and describe it as follows:

1. The main function of a sports place is to provide sports outlets for a surrounding

hinterland. Sports places are therefore centrally located within their market areas.

2. The greater the number of sports provided, the higher the order of the sports place.

3. Low-order sports places provide sporting facilities that are used by small catchment areas; the threshold population needed for the viability of a low-order place is small.

4. Higher order places are fewer in number and are more widely spaced. They have large population thresholds.

5. A hierarchy of sports places exists in order to make as efficient as possible the arrangement of sports opportunities for (a) consumers who wish to minimize their travel to obtain the sport they want and (b) producers of sport who must maintain a minimum threshold to survive.

**John Bale** represents an ideal spatial pattern for a sports system is shown in Figure 1. Here, sports teams or sports facilities able to draw on a regional catchment are located further apart than those catering for a district catchment which, in turn, are sited at more distant intervals than those only able to draw on a local sphere of influence.

Each order of outlet has its own demand curve (or demand cone—the result of rotating a demand curve through 360 degrees) to create its trade area, represented ideally as a hexagon so that no areas will be left un-served (as they would be in the case of less easily ‘packed’ circular trade areas)

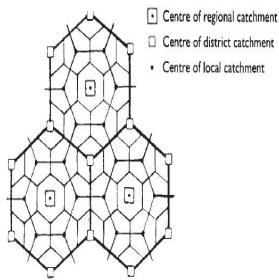


Figure 1 Theoretical organisation of a sports system using the principles of central place theory.

In practice, **John Bale** states that such a classification is often used in the planning of recreational sports facilities, especially at the intra-urban scale. In urban areas recreational sports sites are chosen and provided with facilities to serve a surrounding hinterland of given size. Such facilities can be arranged as a hierarchy, each level serving a different size catchment. At the lowest level, for example, would be the playground possessing a sphere of

influence of say, 800 meters in radius, and providing informal facilities for pre-sporting activities of 6 to 14 year olds. The second level of the hierarchy would be the playing field with a variety of sites for field and indoor sports. This might serve an area of about 2km radius, while a third level might be made up of a top-level sports complex with athletic stadium and swimming pool included and designed to serve an entire community. Such a hierarchy would approximate to the tenets of central place theory.

He also indicates that proximity to population is another major criterion frequently used in planning publicly funded sports facilities. Public sports facilities should be as close to the potential users as possible in order to maximize pleasure from the sport experience and to minimize travel, and hence cost. The concentration of public sports outlets in areas of high-density population is therefore desirable on equity grounds. (52)

The researcher depended on this theory to identify the geographic field as follows:

1. First level (center for regional catchment): represented by (1) main training center in Tanta Stadium (under direct supervision of Gharbia Youth and Sports Governorate and the National Council for Sport)

2. Second level (center for district catchment): represented by (8) training centers in youth centers of major cities in Gharbia Governorate (Tanta – Mahalla – Zefta – Al-Santa – Qoutour – Samannoud – Basioun – Kafr Al-Zaiat)

3. Third level (center for local catchment): represented by (48) training centers in villages and towns as every (6) centers of the third level are under supervision of a center in the second level

Training centers are (1 regional catchment + 8 district catchment + 48 local catchment) 57 centers.

### **Conclusions:**

The researcher concludes the following:

1. Youth centers suffer from weaknesses in services provided to communities and the lack of governmental funds for them affect talent identification and support negatively.

2. Elements of of Strategic Plan for youth centers in Gharbia Governorate to identify and support Olympic champions (Mission and vision - Objectives of Sports Activities in Youth Centers - Financial and Human Resources – Strategy - Strategic Alternatives) were identified.

3. Elements of initiation of Strategic Plan for youth centers in Gharbia Governorate to identify and support Olympic champions (Policies for Sports Activity Management in Youth Centers - Procedures for Managing Sports Activities - Estimated Budgets for Sports Activities in Youth Centers - Time Schedules for Sports Activities in Youth Centers) were identified.

4. Elements of Monitoring and Evaluation of Strategic Plan for youth centers in Gharbia Governorate to identify and support Olympic champions were identified.

5. The researcher designed a strategic plan for investing youth centers in Gharbia Governorate to identify and support Olympic champions.

### **Recommendations:**

The researcher recommends the following:

1. Improving weaknesses and limitations of the internal environment of youth centers and using strengths and available financial and human resources for improving performance in addition to expanding mechanisms of implementing programs and plans for coping with threats that may hinder achieving objectives.
2. Providing suitable funds for the strategic plan as fiscal management of the plan should be separate from budgets of other activities
3. Youth centers should have databases for sports activities information (coaches – athletes – managers)
4. Youth centers should have modern information systems for providing information and knowledge related to sports activities
5. Modern communication technology should be used to link youth centers with superior administrative bodies
6. Providing suitable atmosphere for talent identification and support in cooperation with the concerned sports federations
7. Providing monitoring and evaluation templates according to scientific criteria

8. Implementing the recommended strategic plan for investing youth centers in Gharbia Governorate to identify and support Olympic champions

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