

"Evaluation of Administrative Planning in Popular Sports Clubs in Egypt"

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Abstract:

The current research aims at evaluating the administrative planning process in popular sports clubs in Egypt through identifying: Objectives of sports activity in popular sports clubs - Administrative policies in popular sports clubs - Administrative processes in popular sports clubs - Estimated budgets of sports activities in popular sports clubs - Time schedules of sports activities in popular sports clubs - A recommended vision for administrative planning in popular sports clubs. The researcher used the descriptive (survey) approach. Research sample (n=150) was purposefully chosen from chairmen, board members, executive managers, activity managers and administrators of (16) popular sports clubs. The researcher concludes that: There is no governmental funding suitable for sports activities, equipments and coaches and administrators salaries. Funds depend on the number of activities in these clubs and its previous results. Soccer budget affects other activities negatively. Top priority is given to programs of popular sports activities. These programs include talent identification and sponsoring. A recommended administrative plan for Popular sports clubs is concluded.

Key words: administrative planning – popular sports clubs

Background:

Popular sports clubs are major sports organizations that support both the sports practice sector and championship sector as well. Most sports talents seek to move to such clubs and play in their various teams due to the massive popularity of these clubs on all levels. Some

of these clubs are very popular in their cities, governorates and even on the national level and some of them have world famous names. These clubs represent the main pillar of support for national teams a it provides such teams with highly talented and experienced players, as most

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talented players seek to play in such teams due to several reasons like their massive popularity as most players gain their fame from playing in such clubs. In addition, these clubs provide players with good financial support represented in high salaries, rewards and advertisement revenues.

According to the "Sports Organizations Law", the number of sports clubs in Egypt is 1200. Nevertheless, the number of clubs that meet the criteria of sports clubs is only 1000. These clubs range from small to large size clubs according to their areas, sports activities, membership and facilities. Furthermore, there are social clubs with sports activities and clubs of ministries and companies like Petroleum, Cement and Army clubs. The number of popular sports clubs related to soccer is 30 famous clubs according to statistics of the "National Council of Sport"⁽¹⁾

In the light of policies and directives of establishing and improving sports clubs in governorates, and through the efforts of the National Council of Sport in monitoring sports-related issues and phenomena that negatively affect the

development of Egyptian sport, it is clear that most sports clubs in governorates are unable to fulfill their missions due to the lack of financial aid to pay for sports activities and improving facilities. This puts such clubs under the threat of losing their popularity and competitiveness with the newly emerging clubs of companies and ministries with all its mass financial capabilities. This requires support for such clubs to increase their value add and enrich sports competitions.

Due to the important role of sports clubs as cornerstones of improving the targeted sports to deliver distinguished sports services nation wide, the National Council of Sport in joint cooperation with the National Fund developed an integrated project to help clubs fulfill their mission. This project provides clubs with necessary financial aids with more cost effectiveness to maximize revenues after diagnosing the main causes of defects and how to deal with them. The project includes two main programs: 1) Program for Improving Small Clubs, and 2) Program for Supporting Popular Clubs. Objectives of the second

program stem from improving these clubs' capabilities to provide better opportunities for all age groups to participate in sport, in addition to activating the club's role in the sports system to fulfill its main purpose in the local society. In addition the program aims at creating competitive sports entities that will provide national teams with sports talents. Furthermore, the program aims at preventing monopoly of upper-handed clubs for sports competitions and supporting administrative reform decisions so that clubs move to self-financing projects. The National Council of Sport provide criteria for supporting these popular clubs through continuous evaluation from providers, establishing cost effectiveness policy for financial expenditure, evaluating cost effectiveness, decreasing budget inefficiency and increasing financial resources through investments⁽¹⁾

It is necessary for any organization to keep developing through continuous evaluation of all aspects of work. Therefore, evaluation programs are associated with all administrative processes as

without it we will not be able to identify success or failure with all that is needed for development⁽²⁾.

To fulfill the need of evaluation, planners always use analysis to identify if policies in practice achieve its objectives or even there are problems that need to be solved⁽³⁾.

Vos et al (2011) studied the criteria of governmental funding for sports clubs and how governments use these clubs to fulfill their general sports policies. They studied the case of Finland according to Clubs lists in 2009 and local sports organizations in 2010. Result indicated that clubs have various financial resources, although governmental funds represent a very important resource but its effects on general budget of the club is minimal. There is a relation between governmental funds and the acceptance criteria of these clubs. Governmental pressures over clubs due to getting funds are relatively low. Sports organizations think that governmental funding regulations are effective tools for achieving general sports policies⁽⁴⁾.

Okayasu et al (2010) compared local community clubs of two types; comprehensive sports clubs and traditional sports clubs, with the aim of identifying its effects on improving human capital. The researchers studied the relationship between the club location and human capital. Results indicated a relation between type of club and developing human capital. In addition the club location is very important in producing and developing human capital ⁽⁵⁾.

Edwards et al (2009) studied the institutional pressures and governmental funding in regional clubs through the case of Alberta Association of Sport, Recreational Parks and Wildlife (ASRPWF) and its funds for regional clubs in Canada. Results indicated that the association's regulations and requirements for providing funds put clubs under severe pressure for gaining annual grants. Several factors, including geographic location, board policies in widening participation, high achievement in local and national competitions and the internal planning process play major

roles in increasing internal pressures ⁽⁶⁾.

Roux et al (2008) studied the cost effectiveness of popular sports programs. The researchers studied the cost effectiveness of seven programs in their achievement to their objectives. Objectives included: participation – general physical fitness of the public – healthy habits through sport – using popular activities to achieve program objectives. The seven programs proved cost effective and one of the most important factors of achieving cost effectiveness is using popular activities when applying programs to certain sectors of the society ⁽⁷⁾.

Nagel (2008) studied the goals of sports clubs through analyzing these goals according to the action theory. The researcher identified three central goals: competitive sport, high sports participation and social communication. According to these goals the researcher identified six profiles: clubs concentrating on social communication – clubs concentrating on sports participation – clubs concentrating on competitive sports and social communication – clubs

concentrating on competitive sports – clubs concentrating on competitive sports– clubs concentrating on the three goals. Results indicated that clubs concentrating on sports participation tend to introduce more new activities and hire specialists more than clubs concentrating competitive sports and social communication. Results indicated strong relations among members' commitment, club goals and members' interests ⁽⁸⁾.

De Bosscher et al (2006) analyzed factors of sports policies in countries with higher international sports ranks that led to their world reputation. Results indicated that 50% of these factors are on the macro level and beyond the control of policy makers. Meso level factors are under control of policy makers. There are nine political fields that represent sports excellences: governmental funding – private funding – base of participation – talent identification and direction strategies– junior athletes sponsoring– sponsoring of sports associations– popularity of sports activities– the legislative structure organizing sports

activities – internal policies of activity management in sports clubs ⁽⁹⁾.

Richelieu, A., & Pons, F (2006) studied the case of Toronto Mable Leaves and Barcelona sports clubs in building up their brand names. Results indicated that Toronto Mable Leaves depends on widening the participation base among Canadians while Barcelona focuses on increasing fans loyalty and marketing star players through commercial contracts of advertisements. Analysis indicated the discrepancies between soccer as the world first sport and hockey that is not as popular as soccer. Soccer clubs can easily use the popularity of their sports to increase the popularity of the club and its brand name while this may be somehow difficult in the case of hockey ⁽¹⁰⁾.

Časlavova, E., & Berka, P. (2005) studied the general structure of sports club in Czech Republic and identified the relative contribution of governmental and private funds to clubs budgets. As gifts and advertisements represent a major source of income the researchers studied its effects

on income, compared to other sources. Results indicated that club budgets depend on governmental and private funds to pay for costs of processing. With the increase of these resources, clubs can widen their activities. Nevertheless, fund raisings need special experiences as most resources come from gifts in addition to selling advertisements, renting facilities and selling players' contracts ⁽¹¹⁾.

Maher Saad (1999) analyzed the process of planning sports activities in local community clubs in Alexandria to identify goals of sports activities, administrative policies and capabilities of clubs and detailed procedures and time frame of these activities. Results indicated the absence of long-term planning for sports activities as there are no clear goals for these activities. Board members set activity plans without knowing goals of the club. Plans can not be modified and financial support is not enough for such activities ⁽¹²⁾.

The researcher interviewed some of the administrators of popular sports clubs as a pilot study for identifying goals of sports

activities. This pilot study aimed at identifying priorities of executing time schedules of sports clubs, and the effects of soccer budget on budgets of other activities. Opinions of interviewees indicated that administrative planning is directed to popular sports activities with top priority for soccer. Also there is a marked lack in financial resources due to the weakness of governmental funding. This affects the services of these clubs negatively.

Research Problem:

The National Council of Sport identified the axes of developing and supporting popular sports clubs as follows:

1. Programs and sports activities where support is provide for: all aspects of sports activities except for professional contracts in soccer – community service through availability of fields and projects of sports schools for talent identification.
2. Improving sports facilities where support is provided for: courts – pools – gyms
3. Developing financial resources where support is provided for: investments – players' marketing and

sponsoring– marketing
research

4. Developing human resources as supports provided for training human resources (executives– financial managers– coaches– administrators– technical maintenance staff) ⁽¹⁾.

According to lists of financial support of popular sports clubs in governorates since the beginning of the project in 2007, it is clear that financial support per fiscal year was as follows: 10800000 L.E. in 2007-2008, 10530000 L.E. in 2008-2009, 14825000 L.E. in 2009-2010, 945000 L.E. in 2010-2011, 5250000 L.E. in 2011-2012 and 16000000 L. E. in 2012-2013. Although the National Council of Sport supports these clubs to improve their levels, the technical level of these clubs is below average on the national and international levels. Results of Egyptian national teams on the international level provide enough evidence about the true level of Egyptian sport. The desired outcomes of national teams are below average as most national teams in team sports do not participate in world cups or Olympic Games as these teams are not able to

qualify to such championships. This raises serious questions: are budgets allocated for supporting these teams enough for improving their sports levels? Are their certain deficiencies in administrative planning of these clubs as they represent an attraction for best sports talents? Do these clubs work on improving the levels of their players as a favor for national teams or is it limited only to local achievements?

After five years of his project, it is worthy to identify its success and outcomes. This led the researcher to evaluate the administrative planning process in popular sports clubs in Egypt to identify its objectives, policies, administrative procedures, budgets and time schedules of sports activities. This may help in introducing a recommended vision for administrative planning in popular sports clubs.

Research Importance:

Popular sports clubs play a major role in the competitive level of national teams as they are the main pool of selecting members for these teams. Coaches of national teams will never risk choosing unknown talents for such teams. Instead,

they choose professional players to avoid losing competitions and consequently losing their jobs.

This research is particularly important as it is the first step to evaluate the administrative planning process in popular sports clubs in Egypt and introduce a vision for administrative process in these clubs. Results of this research may provide alternative solutions for improving the levels of national teams on the international and Olympic levels. The recommended vision may work on improving the administrative process of these clubs to improve their financial and human capabilities. In addition, this vision will work on saving time, effort and money through directing financial support and providing investment alternatives for talent sponsoring with the establishment of schools and academies of sports activities, especially the popular ones to reach the best international and Olympic levels.

Aims:

The current research aims at evaluating the administrative planning

process in popular sports clubs in Egypt through identifying:

1. Objectives of sports activity in popular sports clubs
2. Administrative policies in popular sports clubs
3. Administrative processes in popular sports clubs
4. Estimated budgets of sports activities in popular sports clubs
5. Time schedules of sports activities in popular sports clubs
6. A recommended vision for administrative planning in popular sports clubs

Research Questions:

1. What are the objectives of sports activity in popular sports clubs?
2. What are the administrative policies in popular sports clubs?
3. What are the administrative processes in popular sports clubs?
4. What are the estimated budgets of sports activities in popular sports clubs?
5. What are the time schedules of sports activities in popular sports clubs?
6. What is the recommended vision for administrative planning in popular sports clubs?

Terminology:

Popular sports clubs:

These are important sports organizations that support sports participation and sports competition as well. These clubs are termed popular as they enjoy massive popularity in their governorates and their direct link to soccer. This type of clubs include 30 clubs according the statistics of the National Council of Sport (procedural)

Methods:

Approach:

The researcher used the descriptive (survey) approach.

Subjects:

Research sample (n=150) was purposefully chosen from chairmen, board members, executive managers, activity managers and administrators of (16) popular sports clubs. According to statistics of the National Council of Sport, there are (30) popular sports clubs in Alexandria, Ismailia, Giza, Daquahlia, Suez, Gharbia, Qualiubia, Cairo, Minoufia, Al-Minia, Port Said and Kafr Al-Shaikh. Namely, the following clubs are chosen: Al-Ettihad – Al-Misry Al-Olympy – Al-Ismaeely – Al-Zamalik – Al-Tersana – Bani Obaid – Al-Mansoura – Al-Soais – Tanta –

Baladiat Al-Mahalla – Al-Ahly – Benha – Gomhoriat Shebeen – Al-Masry Al-Borsaiedy – Kafr Al-Shaikh. It is noteworthy that Al-Ahly and Al-Zamalek are not included in the support list as they do not need this aid. Research sample was divided into a sample (n=20) for calculating validity and reliability of the questionnaire, a pilot sample (n=10) for the pilot study and a main sample (n=120) for the main application.

Data collection tools:

The researcher designed a questionnaire for the purposes of this research. To calculate validity of the questionnaire, the researcher calculated the logical validity from 4-4-2012 to 16-5-2012. He calculated internal consistency of the questionnaire from 22-5-2012 to 5-6-2012. For reliability, the researcher used test/retest procedures from 22-5-2012 to 5-6-2012. Results indicated reliability and validity of the questionnaire. The researcher used a 3-point scale (yes – somehow – no) as (yes) is awarded (3) points, (somehow) is awarded (2) points and (no) is awarded (1) point. Total

score of the questionnaire is (264) points.

Pilot study:

The researcher applied the questionnaire to a pilot sample (n=10) to verify the following:

- Sample understanding of questionnaire items
- Duration of application
- Any difficulties that may arise during application

Results indicated the following:

- Sample members understood the all items
- Duration of application is 18:22 minutes

Main application:

The researcher applied the final version of the questionnaire to the main sample (n=120) from 22-10-2012 to 16-12-2012. The researcher used data logs to record questionnaire data for statistical analysis

Statistical Treatment:

The researcher used SPSS software to calculate the following:

Mean – SD – correlation coefficient – internal consistency validity – test/retest reliability – percentage – relative weight – relative importance - CHI^2 .

Results:

Table (1)
Sample Members Opinions about the First Axis "Objectives of Sports Activities in Popular Sports Clubs" (n=120)

Item	Yes		Somehow		No		Relative Weight	Relative Importance	CHI^2
	F	%	F	%	F	%			
1	108	90	10	8.33	2	1.67	346	96.11	174.20*
2	72	60	28	23.33	20	16.67	292	81.11	39.20*
3	91	75.83	20	16.67	9	7.50	322	89.44	99.05*
4	72	60	40	33.33	8	6.67	304	84.44	51.20*
5	65	54.17	40	33.33	15	12.50	290	8.56	31.25*
6	64	53.33	43	35.83	13	10.83	291	80.83	32.85*
7	80	66.67	28	23.33	12	10	308	85.56	63.20*
8	37	30.83	66	55	17	14.17	260	72.22	30.35*
9	88	73.33	24	20	8	6.67	320	88.89	89.60*
10	101	84.17	15	12.50	4	3.33	337	93.61	141.05*
11	93	77.50	15	12.50	12	10	321	89.17	105.45*
12	104	86.67	14	11.67	2	1.67	342	95	155.40*
13	96	8	16	13.33	8	6.67	328	91.11	118.40*
14	78	65	33	27.50	9	7.50	309	85.83	61.35*
15	85	70.83	28	23.33	7	5.83	318	88.33	81.45*

Item	Yes		Somehow		No		Relative Weight	Relative Importance	CHI ²
	F	%	F	%	F	%			
16	81	67.50	28	23.33	11	9.17	310	86.11	66.65*
17	87	72.50	22	18.33	11	9.17	316	87.78	84.35*
18	103	85.83	12	10	5	4.17	338	93.89	149.45*

CHI² value on $P \leq 0.05 = 5.99$

Table (1) indicates statistically significant differences on all items of the first axis

Table (2)
Sample Members Opinions about the Second Axis "Policies of Popular Sports Clubs" (n=120)

Item	Yes		Somehow		No		Relative Weight	Relative Importance	CHI ²
	F	%	F	%	F	%			
19	103	85.83	12	10	5	4.17	338	93.89	149.45*
20	74	61.67	30	25	16	13.33	298	82.78	45.80*
21	88	73.33	24	20	8	6.67	320	88.89	89.60*
22	81	67.50	28	23.33	11	9.17	310	86.11	66.65*
23	91	75.83	20	16.67	9	7.5	322	89.44	99.05*
24	84	70	24	20	12	10	312	86.67	74.40*
25	69	57.50	36	30	15	12.5	294	81.67	37.05*
26	80	66.67	28	23.33	12	10	308	85.56	63.20*
27	84	70	26	21.67	10	8.33	314	87.22	75.80*
28	87	72.50	20	16.67	13	10.83	314	87.22	83.45*
29	76	63.33	28	23.33	16	13.33	300	83.33	50.40*
30	101	84.17	17	14.17	2	1.67	339	94.17	142.35*
31	72	60	29	24.17	19	15.83	293	81.39	39.65*
32	97	80.83	14	11.67	9	7.5	328	91.11	122.15*
33	93	77.50	15	12.50	12	10	321	89.17	105.45*
34	101	84.17	16	13.33	3	2.5	338	93.89	141.65*
35	101	84.17	17	14.17	2	1.67	339	94.17	142.35*

CHI² value on $P \leq 0.05 = 5.99$

Table (2) indicates statistically significant differences on all items of the second axis

Table (3)
Sample Members Opinions about the Third Axis "Administrative Procedures of Popular Sports Clubs" (n=120)

Item	Yes	Somehow	No	Relative	Relative	CHI ²
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	F	%	F	%	F	%	Weight	Importance	
36	93	88.5	19	15.83	8	6.67	325	90.28	106.85*
37	84	70	24	20	12	10	312	86.67	74.40*
38	90	75	21	17.5	9	7.5	321	89.17	95.55*
39	82	68.33	27	22.5	11	9.17	311	86.39	69.35*
40	107	89.17	8	6.67	5	4.17	342	95	168.45*
41	101	84.17	15	12.5	4	3.33	337	93.61	141.05*
42	84	70	21	17.5	15	12.5	309	85.83	73.05*
43	74	61.67	30	25	16	13.33	298	82.78	45.8*
44	72	60	28	23.33	20	16.67	292	81.11	39.2*
45	92	76.67	15	12.5	13	10.83	319	88.61	101.45*
46	86	71.67	18	15	16	13.33	310	86.11	79.4*
47	72	60	29	24.17	19	15.83	310	81.39	39.65*
48	111	92.5	6	5	3	2.5	310	96.67	189.15*
49	107	89.17	8	6.67	5	4.17	293	95	168.45*
50	78	65	33	27.5	9	7.5	342	85.83	61.35*
51	93	77.50	15	12.5	12	10	309	89.17	105.45*
52	95	79.17	21	17.5	4	3.33	331	91.94	117.05*
53	101	84.17	16	13.33	3	2.5	338	93.89	141.65*

CHI² value on P≤0.05 = 5.99

Table (3) indicates statistically significant differences on all items of the third axis

Table (4)

Sample Members Opinions about the Fourth Axis "Budgets of Sports Activities in Popular Sports Clubs" (n=120)

Item	Yes		Somehow		No		Relative Weight	Relative Importance	CHI ²
	F	%	F	%	F	%			
54	5	4.17	20	16.67	95	79.17	150	41.67	116.25*
55	9	7.5	28	23.33	83	69.17	166	46.11	73.85*
56	5	4.17	20	16.67	95	79.17	150	41.67	116.25*
57	104	86.67	14	11.67	2	1.67	342	95	155.40*
58	72	60	29	24.17	19	15.83	293	81.39	39.65*
59	64	53.33	30	25	26	21.67	278	77.22	21.80*
60	106	88.33	12	10	2	1.67	344	95.56	164.60*
61	84	70	21	17.5	15	12.5	309	85.83	73.05*
62	93	77.5	23	19.17	4	3.33	329	91.39	109.85*
63	76	63.33	28	23.33	16	13.33	300	83.33	50.40*
64	69	57.5	36	30	15	12.5	294	81.67	37.05*
65	107	89.17	8	6.67	5	4.17	342	95	168.45*
66	97	80.83	14	11.67	9	7.5	328	91.11	122.15*
67	108	90	10	8.33	2	1.67	346	96.11	174.20*

Item	Yes		Somehow		No		Relative Weight	Relative Importance	CHI ²
	F	%	F	%	F	%			
68	72	60	29	24.17	19	15.83	293	81.39	39.65*
69	95	79.17	21	17.5	4	3.33	331	91.94	117.05*
70	84	70	24	20	12	10	312	86.67	74.4*
71	86	71.67	18	15	16	13.33	310	86.11	79.4*

CHI² value on $P \leq 0.05 = 5.99$

Table (4) indicates statistically significant differences on all items of the fourth axis

Table (5)

Sample Members Opinions about the Fifth Axis "Time Schedules of Sports Activities in Popular Sports Clubs" (n=120)

Item	Yes		Somehow		No		Relative Weight	Relative Importance	CHI ²
	F	%	F	%	F	%			
72	93	77.5	19	15.83	8	6.67	235	90.28	106.85*
73	63	52.5	50	41.67	7	5.83	296	82.22	42.95*
74	86	71.67	18	15	16	13.33	310	86.11	79.40*
75	80	66.67	28	23.33	12	10	308	85.56	63.20*
76	104	86.67	14	11.67	2	1.67	342	95	155.40*
77	107	89.17	8	6.67	5	4.17	342	95	168.45*
78	102	85	17	14.17	1	0.83	341	94.72	147.35*
79	96	80	23	19.17	1	0.83	335	93.06	123.65*
80	108	90	10	8.33	2	1.67	346	96.11	174.20*
81	112	93.33	8	6.67	-	0.00	352	97.78	195.20*
82	113	94.17	7	5.83	-	0.00	353	98.06	200.45*
83	104	86.67	14	11.67	2	1.67	342	95	155.40*
84	106	88.33	12	10	2	1.67	344	95.56	164.60*
85	97	80.83	14	11.67	9	7.5	328	91.11	122.15*
86	92	76.67	15	12.5	13	10.83	319	88.61	101.45*
87	95	79.17	21	17.5	4	3.33	331	91.94	17.05*
88	96	80	16	13.33	8	6.67	328	91.11	118.40*

CHI² value on $P \leq 0.05 = 5.99$

Table (5) indicates statistically significant differences on all items of the fifth axis

Discussion:

First Axis:

Except for item number (8), all items in table (1)

indicate statistically significant differences on the opinions of sample member who choose (yes). This indicates that board members set objectives of sports clubs and the general assembly plays a major part in setting these objectives.

Objectives are set jointly with technical and administrative systems. These objectives are clear for all supervisors, administrators, coaches and players. Objectives are consistent with human and financial resources. Clubs have short-term and medium term objectives. Clubs focus primarily on popular sports activities as they seek winning championships in these activities, modernizing them and selecting talents in such activities through schools and academies inside clubs. Clubs seek to contract with distinguished players in popular activities and market such contracts. This provides national teams with distinguished players. Boards monitor achieving objectives.

Ali (2009)⁽¹³⁾ indicated that Egyptian sport is directed towards developing administrative styles to get along with changes of international organizations (The Olympic Committee – International Sports Federations) so as to achieve its objectives.

De Knop et al (2004)⁽¹⁴⁾ indicated the importance of setting a clear vision for sports clubs with the ability to

achieve it through a high-quality system of data processing to support making decisions concerned with financial and administrative aspects of clubs. This helps improving the club's infrastructure and marketing of its sports, recreational and services activities. This can be done through improving the quality level of administrators as they can feel the importance of modernizing and developing the club so that they can convince boards and assemblies with that. In addition, this may help setting a tight plan with firm schedules and specific budget with complete ability of distributing responsibilities without conflict of interests or responsibilities.

Item (8) indicates statistically significant differences among those who chose (somehow) and this means that sports clubs somehow aim at focusing on all sports activities with the same degree.

Nagel (2008)⁽⁸⁾ indicated that the main aim of sports clubs is not only achieving maximum profit as its ultimate goal is to provide its members with opportunities to practice

sport and actively pass their spare time.

Okayasu et al (2010) ⁽⁵⁾ indicated that human capital is one of the most important means of solving community problems and sport is a major tool for building human capital. Comprehensive community clubs not only provide its members with opportunities to practice various types of sports but also with major opportunities for socialization about common social goals.

The researcher thinks that clarity of objectives for holding sports competitions among sports clubs on the national level has led to negative policies and administrative processes in sports clubs, especially the popular ones. Winning national competitions has become the dominant goal for these clubs. To assure this, clubs apply the theory of monopoly as they by distinguished players to keep their popularity. This accumulates talents in one or two clubs and this deprives them of opportunities for continuous involvement in most matches and this, in turn, has negative effects on players' physical and technical levels. This affects national teams

negatively on the international level.

Second Axis:

All items in table (2) indicate statistically significant differences among those who chose (yes). This shows that boards of clubs set clubs' policies and these policies can be modified according to members' recommendations. These policies are clear for all supervisors, administrators, coaches and players as they set criteria for choosing coaches and administrators for all age groups. Work policies of coaches and administrators are clear in penalties and rewards. Board delegate responsibilities for technical systems to make decisions according to the club's policies as these policies foster creativity and innovation. Policies for buying and selling players' contracts are clear and boards have policies for players' health care. Clubs' policies aim at involving in competitions according to levels of teams and players participate according to their efficiency. Planning for schools and academies for talent sponsoring and identification is available. Clubs' policies focus on buying distinguished players in

popular activities in all age groups. Levels of administrators and coaches are evaluated regularly in addition to teams' results.

Caliskan (2009) ⁽¹⁵⁾ indicated three administrative levels in sports facilities. These include the higher level represented in governmental associations supervising technical, financial and administrative aspects like concerned ministries, sports federations and the Olympic Committee. These bodies set general policies concerning technical, financial and administrative aspects. Intermediate administration is represented by bodies setting executive policies, programs and monitoring mechanisms in sports clubs. Executive administration is represented in executive managers and activity and program managers in clubs. Due to conflict of roles among these three levels of administration, the best way to coordinate them is to set clear administrative policy.

Al-Maghraby (2006) ⁽¹⁶⁾ indicated that administrative policies should be simple and clear. Ignoring opinions and suggestions of players, officials and coaches

lead to unclear policies that do not reflect their opinions.

Through analysis of factors affecting sports policies that lead to international excellence, **De Bosscher et al (2006)** ⁽⁹⁾ indicated that although many countries spend more money on competing with other countries, there are no clear evidence about how sports policies affect international sports excellence.

The researcher thinks that we should reconsider administrative planning in sports clubs and general policies of sports activities in order to set a clear vision of developing these clubs. New policies for championship sector in Egypt should be set so that popular sports clubs can be on top of the competitive pyramid in all sports activities. This requires new criteria for inclusion of distinguished players from other clubs and their participation in competitions.

Third Axis:

All items in table (3) indicate statistically significant differences among those who chose (yes). This indicates that administrative procedures are consistent with club's policies and objectives. There are clear

procedures for hiring administrators and contracting with coaches. There are clear provisions for professionalization and players' transfer among clubs. There are clear procedures for contracting with players and providing them with health care and rewards. There are clear procedures for paying coaches' and players' salaries without delay. There are specific criteria for selecting players and involving them in teams. There are clear procedures for delegating responsibilities among administrators of sports activities with specific criteria for penalties and rewards. There are clear procedures for holding camps and local and international matches. Board set clear procedures for communicating with sports federations and media. Fiscal regulations of clubs are consistent with their financial capabilities. There are clear procedures for monitoring and evaluation of sports activities.

Thiel & Mayer (2009) ⁽¹⁷⁾ indicated that sports clubs are very different in their structure from profit seeking sports organizations as the lack of organizational objectives

makes it hard to evaluate the success of efforts for developing the club. Role ambiguity and conflict of interests hinders good administrative decision making. Using administrative staff from inside the club hinders organizational change. Therefore, it is necessary to improve administrative capabilities according to professional performance of those managers to guarantee the effectiveness of administrative work.

The researcher thinks that administrative procedures with detailed steps according to time sequence of work increase the effectiveness of performance and help achieving objectives.

Alkam (2008) ⁽¹⁸⁾

indicates the importance of monitoring and evaluation as these processes help managers to know if plans and objectives work correctly and what future procedures to be taken. It also provides managers with feedback about the performance of employees and reinforces financial security in addition to decreasing damage to work place.

The researcher thinks that success in evaluation helps

greatly in success of all elements of administrative planning in sports organizations. It is a strong indicator about the quality and objectives of the organization. Evaluation is a continuous process that works side by side with other processes like policy making, budgeting and scheduling. Through evaluation we can know where we are, what we should do and if the plan works or should be modified.

Fourth Axis:

Except for items (54 – 55 – 56), all items in table (4) indicate statistically significant differences among those who chose (yes). This indicates that club funds depend on club activities. Clubs have self-financing systems for increasing their resources and clubs own investments that contribute in financing clubs. Clubs support budgets through donates from businessmen and they market their brand names through rights of advertisement during competitions. Financial and human resources are well-reckoned before preparing budgets. Clubs seek increasing their funds through establishing schools and academies for various sports clubs. Each

activity has a separate budget and most of the club's budget is allocated for popular sports. Popular sports activities are planned according specific budgets. Soccer budget affects other sports activities. Budgets include terms for camps and local and international matches in addition to rewards for distinguished players and health care and rehabilitation for injured ones, along with rewards for distinguished administrators.

Al-Naggar (2006) ⁽¹⁹⁾

indicated that to develop any organization and to achieve its objectives and policies easily, its financial resources should be used wisely with strict monitoring of expenditure. Budgets are very effective tools for making the best use of financial resources with strict monitoring as effective budgets are not only important before executing works. Instead, its more important role is after preparation.

Items (54- - 55 – 56) indicate statistically significant differences among those who chose (no). This indicates that governmental funding is not enough for supporting sports activities and there is no fund for equipments of different

sports activities. Also, there is no governmental fund for salaries.

Edwards et al (2009) ⁽⁶⁾ regional sports clubs get funds from various channels including governmental funds, donates and sponsoring. In UK and Canada, sports clubs are basically funded through annual governmental grants and this presents major pressure on those clubs.

Wicker & Breuer (2011) ⁽²⁰⁾ indicated that in the light of repeated global financial crises sports clubs all over the world are in bad need for achieving effectiveness in managing their financial resources in addition to marketing their services and activities. This can never be achieved without effective managers.

The researcher thinks that sports clubs are no longer considered as merely recreational places as they became economic entities that major business organizations seek to invest in. a major cause for the declaim of sports level in Egypt is that political leadership in Egypt does not believe in sport a potential investment tool in the national investment system that

contribute effectively in comprehensive development. The lack of financial and human resources negatively affects achieving objectives of sports programs.

Fifth Axis:

All items in table (5) indicate statistically significant differences among those who chose (yes). This indicates that schedules of sports activities are set according to club's policies and procedures. Clubs have medium (4-year) and short term (1-year) plans along with annual and monthly plans. Times of beginning and ending activity programs are clear and time schedules and plans are strictly executed. Training schedules are coordinated according to study schedules of players. Technical systems are responsible for setting plans and training schedules. Sports activity schedules are set according to schedules of sports federations. Time schedules are modifiable according to circumstances. Schedules of popular activities take top priority. Physical and technical levels of players are measured according to activity plans. Programs include talent selection and sponsoring. Regular meetings are held for

identifying negative and positive aspects of the programs.

Abdullah (2009) ⁽²¹⁾ indicated several obstacles related to time schedules. These include the inability of some administrators to plan consistent programs for sports activities due to the lack of experience or ignorance with objectives. Central administration is another obstacle on the way of activity programs. In addition, insufficient time for preparing plans may hinder creativity and limits the plan greatly.

Khattab (2004) ⁽²²⁾ indicated that monitoring and evaluation is a basic and continuous process that enables us to identify weaknesses and strengths of the program to modify it if necessary.

The researcher thinks that popular sports clubs should be used as a wide base of participant in all sports activities to make use of human resources of the Egyptian society. This can be done through research and support for selecting and sponsoring talents in all sports activities. This will reflect positively on the international level of Egyptian sport.

A Recommended Vision for Administrative Planning in Egyptian Popular Sports Clubs:

Theoretical framework:

Popular sports clubs are major sports organizations that support both the sports practice sector and championship sector as well. Most distinguished players seek to play in these clubs. But these clubs with its limited number of 30 and its limited areas are no longer able to fulfill its commitments towards financial support for development and providing opportunities for all age groups to participate in sport. Activating the role of sports clubs as key elements in the sports system is a dream in minds of all those who are responsible for championship sector in Egypt so that these clubs can fulfill its role in serving local community and create sports entities capable of competing. This will reflect positively on national teams and prevent monopoly in sport.

Basic concepts:

1. The current research is a try to provide suitable conditions for talent identification and creating sports entities capable of

competition that will reflect positively on national teams

2. The recommended administrative planning model is based on scientific research and technological advancement

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

4. The recommended administrative planning model focuses on all sports activities inside popular sports clubs

5. Popular sports clubs are very important organizations related to popular activities that interest general assembly members and local communities

6. The recommended administrative planning model asserts the importance of governmental funding and variation of funding resources

7. Establishing an organizational structure for monitoring and evaluation

8. Selecting qualified man power for executing the recommended model and monitoring and evaluating the planning process

9. Providing popular sports activities with specialized coaches

10. Popular sports clubs should have modern

information systems for providing information about popular sports activities

11. Popular sports clubs should have modern communication systems for communicating with higher administrative levels

12. Amending rules and legislations to increase sports investments

Element of the recommended model:

Vision: Vision focuses on maintaining popularity of sports clubs through governmental support and funds to expand the base of participation and to identify talents that represent the core of national teams in addition to establishing systems capable of providing financial resources for improving sport.

Mission: Mission focuses on setting criteria to achieve objectives of improving clubs and enabling them to achieve their missions. This includes setting axes of development and budgets for sports activities in addition to developing sports facilities, human resources, financial resources and providing funds and monitoring and evaluation.

Objectives:

1. Improving popular sports clubs and providing all age groups with opportunities for participating in sports in addition to attracting new members
 2. Providing a sports atmosphere suitable for talent identification and sponsoring
 3. Activating the role of popular sports clubs as a key element in the sports system so that it plays its role in serving the local community and creating sports entities capable of competition as this will reflect positively on national teams.
 4. Preventing popular sports clubs with massive financial capabilities form competition monopoly
 5. Supporting administrative reform in popular sports clubs and moving towards self-financing projects
 6. Plans and programs should allow creativity and discovery of sports talent with enough time for judging them
 7. Providing human resources capable of talent identification and guidance according to their abilities
- Human and financial resources:***

1. Providing courts, halls and equipments according to technical criteria of international sports federations
 2. Providing safe and well-ventilated store rooms for equipments
 3. Providing spaces for administrative work
 4. Providing lockers and bathrooms for players
 5. Paying for nutrition, transport and health care expenses of players
 6. Providing enough number of administrators and sports specialists
 7. Providing enough number of coaches
 8. Providing coaches and administrators with training courses
- Criteria for financial support:**
1. Number of activities in official competitions
 2. Number of teams in various age groups
 3. Previous achievements
 4. Contributions of the club in national teams
 5. Facilities that need improvement
 6. Clubs that need financial aids
 7. Weak administrative structures

8. Directing fund to its allocated purposes

9. Regular evaluation from concerned bodies

Policies:

1. All concerned administrative levels (the National Council of Sport – the Olympic Committee – Sports Federations – Board Members) contribute in setting administrative policies in popular sports clubs

2. Focusing on age groups according to the international agenda

3. Preparing internal regulations for administrative, technical and financial work in popular sports clubs

4. Establishing an administrative structure for monitoring and evaluation of policies and delegating responsibilities for each member

Administrative procedures:

1. Coordinating work among all concerned bodies and administrative levels involved in executing the recommended administrative plan

2. Identifying procedures of preparing courts and halls and providing and maintaining equipments

3. Establishing specialized schools and academies in popular sports clubs for popular sports activities

4. Providing distinguished players with rewards and health care

5. Identifying procedures for hiring coaches and administrators

Estimated budgets:

1. Providing suitable funds for the recommended administrative plan

2. Financial funds should be consistent with the increase of community participation in sports

Time schedules:

Time schedules should be set according to:

1. Time frame of the administrative plan according to the international agenda

2. Focusing on age groups for the selected activity

3. Times of increase participation in activities

Monitoring and evaluation:

1. Monitoring and evaluation should be according to specific criteria

2. Monitoring and evaluation should be according to achieved results and objectives

Concerned Bodies:

1. The National Council of Sport
2. The Olympic Committee
3. The Sports Federations
4. The popular sports clubs in Egypt

Sports activities:

The researcher identified the following team sports as popular activities that we hope to participate in its world cup competitions and international and Olympic championships: soccer – handball – basketball – volleyball

Time frame:

The researcher identified the time frame with (10) years (long-term) beginning from 2014 and ending in 2024 for the following reasons:

1. Ten-year period is enough for long term planning in human resources investment
2. Ten-year period represents an entire generation of athletes from early childhood to youth hood
3. Beneficiaries can involve in international competitions for youth according to the international agenda

Beneficiaries:

The researcher identified Beneficiaries as those who were born during the period 2005 – 2007 (7: 9 years at the

beginning of the plan). These age groups are consistent with selection criteria for junior athletes in team games according to rules and regulations of international sports federations.

Conclusions:

The researcher concludes the following:

1. Popular sports clubs focus on popular activities as they seek to win competitions in them. They continually improve these activities through talent identification and sponsoring and establishing schools and academies for these activities. This reflects positively on national teams.
2. Popular sports clubs have clear policies for selecting coaches and administrators in all age groups. They target to involve in competitions according to levels of teams. Coaches and administrators are evaluated regularly along with team results
3. Popular sports clubs have clear procedures for players transfer and contracts in addition to health care and rewards. There are scientific standards for selecting players and allocating them to teams.

4. There is no governmental funding suitable for sports activities, equipments and coaches and administrators salaries. Funds depend on the number of activities in these clubs and its previous results. Soccer budget affects other activities negatively.

5. Top priority is given to programs of popular sports activities. These programs include talent identification and sponsoring.

6. A recommended administrative plan for Popular sports clubs is concluded.

Recommendations:

The researcher recommends the following:

1. Setting plans for dealing with weaknesses of popular sports clubs and expanding mechanisms for executing plans that solve such problems

2. Improving popular sports clubs and providing participation opportunities for all age groups in addition to attracting new members to sports activities

3. Providing popular sports clubs with governmental funds for sports activity programs and improving facilities and financial and human resources

4. Preventing popular sports clubs from monopoly of sports competitions

5. Providing monitoring and evaluation models for popular sports clubs according to scientific standards

6. Linking the continuity of funding popular sports clubs with the number of activities they participate in its national competitions and the number of teams in each age group

7. Linking the continuity of funding popular sports clubs with clubs' achievements and expansion of participation base in addition to clubs' contributions to national teams

8. Applying the recommended plan in all popular sports clubs in Egypt and providing necessary funds for it

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