

Strategies Development of Sports for all and Championship Sports in Zanjan Province

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ABSTRACT

The purpose of this research is to design and formulate strategies to develop sport for all and championship sports in Zanjan province. The target population of the study was two groups. The One's group to design and formulate strategies to develop sport for all includes physical education teachers, educated coaches and athletes, physical education graduates and postgraduate students. The sample was 45 individuals selected among the target population because statistical population was limited. The second group to design and develop strategies of championship sports includes the physical education professors, the managers of Physical Education departments, educated coaches and M.A students in the province. The statistical sample encompasses 36 individuals selected totally due to limited Statistical population. Data collection instrument was two researcher (sport for all and championship sports) made questionnaire the validity and reliability of which were approved by several faculty members and by using Cronbach's alpha (94%) and (90%) respectively. The survey questionnaire to Sport for All consisted of 38 questions about strengths, weaknesses, opportunities and threats of sport for all in Zanjan province, and the survey questionnaire to championship sports consisted of 43 questions about strengths, weaknesses, opportunities and threats of championship sports in Zanjan province. For research findings analysis purpose, Friedman test and group discussion were taken into account. After identifying the most important strengths, weaknesses, opportunities and threats in the field of sport for all and championship sport and ranking them in the existing order, we selected most important ones through group discussion. According to the research results, The location of sport for all and championship sports in Zanjan Province in SWOT Model showed that in WT the organization must take itself defensive. Finally, according to the position of SWOT model, development of an appropriate strategy is needed.

Keywords: Strategies development, Zanjan province, sport for all, championship sports, SWOT model.

INTRODUCTION

Management is an effective process of human and material resources in the planning, organizing, mobilizing resources and facilities, guidance and control (Javadipoor, 2013). It takes place to achieve organizational goals based on the accepted value system. Firstly it should be asked that how much people know about management? Knowledge of management is science or art? Part of management can be learned through training and the other part should be learned on the job. In other words, science is knowledge and art is ability. Strategic management of an organization is composed of a cycle of strategic planning, operational planning, budgeting, monitoring and performance evaluation. Operational planning applies implementation strategies for an organization. The perfect harmony between the four main components of a strategic management is essential for achieving a coherent management the key element of which is perational planning (Javadipoor, 2013).

Strategic planning is defined as a process through which organizations can analyze and recognize their external and internal environments. In addition, strategic planning can, in turn, create strategies to help attain pre-determined goals. The studies show that the organizations which take strategic planning into account enjoy better performance than their counterparts. There are various models as for strategic planning of which SWOT matrix is of practical importance. The matrix of strength, weakness, opportunity and threat areas is considered one of the most significant tools help the management compare the data so that they can develop 4 types of strategies namely as SO,OW,ST and WT strategies. Comparing the main internal and external factors is regarded as the most complicated task of SWOT matrix development. Implementing SO strategies, an organization tries to make use of external opportunities taking advantage of internal strengths(Ghasemi & Keshkar, 2012).

The birthplace of development and planning or organizing the sport could be Brazil. "Fredorico Gaelezor" raised for the first time in 1927 as apioneer in the expansion of public exercise in the city of "Porto alegre" in southern Brazil. This innovation in the area of physical education and sport from Brazil for those games, festivals, cultural and sporting activities that are traditionally held in enclosed places formally and systematically (such as schools and clubs) gradually led to the streets and squares of the city. In 1923, the city of Sao Paulo's athletics competition were held in public. Sport movements was established in the 1960s with the term "trim", which is Norwegian and means beautiful and joyful and healthy. The founder of this movement used business methods in order to demonstrate the health and vitality to the people. It was advertised in various forms in different countries. At the same time, this movement was formed in Denmark, the Netherlands, Sweden, Finland, Belgium, Germany, Iceland, Spain, Austria, the USA, Japan, Switzerland and Yugoslavia(Khosravizadeh, 2008). The increasing presence of technology and tendency of more people to the sports due to the knowledge and enjoyment of its benefits, such as its positive physical, psychological, social, economic effects lead to the notion of government planning and investment in sport and healthy recreations (Khosravizadeh, 2008). There were several reasons for planning and investments in sports and healthy recreations. The first reason is beacuse of the importance of social life and the role of sports in developing leadership skills and creating opportunity to be creative and helping the family members and friends. Second, participation in sports, improves public health and prevents the diseases and sedentary of people and greater participation in the community for

a stirring life. This study considers the strategic position of sport for all in Zanjan province in SWOT model and specifies and develops the necessary strategies.

METHODOLOGY

The present research is descriptive case study. The target population of the study was two groups. The One's group to design and formulate strategies to develop sport for all includes physical education teachers, educated coaches and athletes, physical education graduates and postgraduate students. The sample was 45 individuals selected among the target population because statistical population was limited. The second group to design and develop strategies of championship sports includes the physical education professors, the managers of Physical Education departments, educated coaches and M.A students in the province. The statistical sample encompasses 36 individuals selected totally due to limited Statistical population. To collect data, library sources, literature review, background and interview were applied as well as open and closed questionnaires. At first, the researchers interviewed the respective authorities in order to determine the most important strengths, weaknesses, opportunities and threats with regard to sport for all and championship sport in Zanjan province. Some authorities weren't easily available, so open questionnaires were sent to them including 4 general questions which reflected weaknesses, strengths, opportunities and threats in terms of sport for all and championship sport in the zanjan province. Having gathered data through interviews, open questionnaires and literature review and background, a closed questionnaire was administered resembling Likert's 5-item scale. The questionnaire encompassed of 4 sections through which the respondents were supposed to value the items in terms of both under current and desirable conditions. Having confirmed the questionnaire's validity by the experienced professors and its reliability through Cronbach alpha (0.90) and (0.94%) respectively, the researchers distributed them among the statistical population. When gathered, data was analyzed using SPSS software and Friedman formula. Ultimately, the weaknesses, strengths, opportunities and threats were specified as far as sport for all and championship sport in the Zanjan province is concerned.

FINDINGS

A) Sport for all in Zanjan Province:

The vision of sport for all in Zanjan province:

- Developing the sport for all among all the people in Zanjan province.

The mission of sport for all in Zanjan province:

- Providing physical and mental health for people.
- Enriching people's leisure time.
- Development of social relationships.
- Getting away from the machinery life.
- Returning to nature.
- Increasing people's efficiency.

Long-term goals of sport for all in Zanjan Province:

- 15% of more people over the next twenty years to participate in sport for all Zanjan Province.

After the external factors (opportunities and threats) and internal factors (strengths and weaknesses) were identified, the non-key factors were distinguished from key factors, so the present time comes to select and recommend strategies. In this method, the researchers tried to examine the records of the department of sports and youth. The researchers reviewed literature and strategies for the development of sport for all. In the next phase, to design vision and mission of the department of sports and youth, meetings were formed with the authorities and experts of physical education. Finally, long-term goals and strategies were developed. Strategy formulation can be embedded in a framework of three-stage decision strategies. The method proposed in this framework is suitable for a variety of organizations and helps researchers to identify, assess and make a choice of strategies. The first phase of the strategy formulation, included the matrix assessment of internal and external factors strategies. Evaluation of internal matrix is the result of a strategic review (Fred R. David, 2008). This matrix identifies strengths and weaknesses of the fundamental department of department of sports and youth. Matrix assessment of external factors, including: economic, social, cultural, ecological, environmental, political, government and other external factors for department of sports and youth were analyzed. This matrix identifies the key opportunities and threats. In the second phase, which is called contrast phase, due to the variety of possible strategies, a balance was established between internal and external factors of the sports and youth department. Methods and tools used in the second stage are as follows:

Matrix of strengths, weaknesses, opportunities and threats. These four factors are compared in a matrix. This sector is characterized by the department of sports and youth to determine what kind of strategies (development and construction, maintenance, removal or abandonment) should be used. Having specified the vision, mission, goals, weaknesses, strengths, opportunities and threats in terms of strategic position of sport for all in the SWOT matrix, we provided internal (table 1) and external (table 2) factors assessment matrixes. To provide the internal factors assessment matrix, we would develop a list of the most important internal factors (strengths-weaknesses) in the matrix taking the respective elites and experts view points and the existing gap between the current and desirable situations into consideration. Then several elites were asked to give weight and rank for the related factors. It should be noted that considering the internal and external factors assessment matrix, a weight reflects a single factor success, while a rank reveals the current strategies effectiveness in terms of a reaction directed toward the respective factor. Ultimately the total grade was 2.2204 showing that the province weaknesses exceeded its strengths. The same was conducted to assess the external factors. The final grade was 2.2129 revealing that the province threats surpassed its opportunities. Positioning the final grades of both internal and external matrixes into SWOT matrix, we found out that strategic place of sport for all in Zanjan province was in the WT area (figure 1). Having found the strategic place of the zanjan province in SWOT matrix and adjusting it with that of David's model (figure 2) as well as preparing a strength ,weakness, opportunity and threat matrix, we began to develop the strategies (Fred R. David, 2011).

Table 1, Evaluation Matrix of Internal Factors of Sport For All in Zanjan Province.

Strength	Weight	Rank	weight*Rank
- Concurrency of sport for all by holidays and festivals (By the board of sport for all).	0.083	3.3	0.2739
- Level of technical ability, and technical knowledge, coaches of sport for all in Zanjan province .	0.050	3.1	0.156
- Public spaces and sport for all facilities in zanjan province	0.046	3.4	0.155
- Welcoming people of sport for all .	0.045	3.1	0.1395
- The impact of climate favorable to the extent of sport for all.	0.042	3	0.126
- The effectiveness of sports teachers in sport for all.	0.037	3	0.1221
- The impact of the share of the national team for the development of sport for all to athletes.	0.040	3.3	0.12
- The presence of public employees in the exercise of sport for all of Zanjan province.	0.035	3.4	0.119
- Welcoming people of sport for all of Zanjan province.	0.032	3.3	0.1056
- The amount of interaction with other bodies administering physical education and recreational sport goals .	0.032	3.1	0.0992
Weakness	Weight	Rank	weight*Rank
- The amount of physical functioning bodies and tendency to operate in the Zanjan province.	0.093	1.7	0.1581
- Quality of sports facilities in Zanjan province	0.092	1.6	0.1472
- The quantity of sports facilities in Zanjan province	0.090	1.5	0.135
- Viewing the Zanjan public to sport for all.	0.083	1.4	0.1162
- Viewing Zanjan province to exercise public authority.	0.081	1.4	0.1134
- The extent of private sector participation to the sport for all.	0.046	1.1	0.0506
- To what extent the sport for all facilities in zanjan province is divided between people?	0.040	1.1	0.044
- Sport for all facilities near zanjan province, to what extent is certified standards?	0.033	1.2	0.0396
Total	1		2.2204

Table 2, External Factors Evaluation Matrix Sport For All in Zanjan Province.

Opportunity	Weight	Rank	weight*Rank
- Promoting the culture of sport for all through the local media.	0.0835	3.5	0.2922
- The level of state support for sport for all.	0.0715	3.4	0.2431
- The level of popular athletes and national heroes.	0.054	3.5	0.189
- To what extent are the state parks and forests in the sport for all?	0.054	3.5	0.189
- The local sports media in terms of quantity and quality are amenable to promote the culture of sport for all?	0.048	3.7	0.1776
- The existence of a comprehensive plan for regular physical education program promoting sport for all.	0.057	3.1	0.1767
- What is the context for the sport for all in this province?	0.049	3.5	0.1715
- Highlights and top officials supervised the development of sport for all in Zanjan province.	0.044	3.3	0.1452
Threats	Weight	Rank	weight*Rank
- The amount of young people away from the sport for all.	0.057	1.2	0.0684
- Effects of the rise in the sport for all.	0.053	1.2	0.0636
- Increasing the impact of elite athletes from other provinces.	0.055	1.7	0.0935
- The effect of increasing the cost of equipment and sporting goods in Zanjan province.	0.052	1.5	0.078
- Impact of unemployed graduates in the field of physical education and sports science in sport for all.	0.040	1.2	0.048
- The amount of heating costs in the sport for all.	0.058	1.6	0.0928
- The amount of cooling costs in the sport for all.	0.059	1.6	0.0944
- The impact of the resignation of manufacturing companies, sponsors and public agencies exercise due to the economic problems of the society.	0.054	1.5	0.081
- The political effects of the exercise of the domains in the sport for all.	0.057	1.9	0.1083
- Monotonous life of the people of sport for all in Zanjan province	0.054	1.8	0.0972
Total	1		2.2129

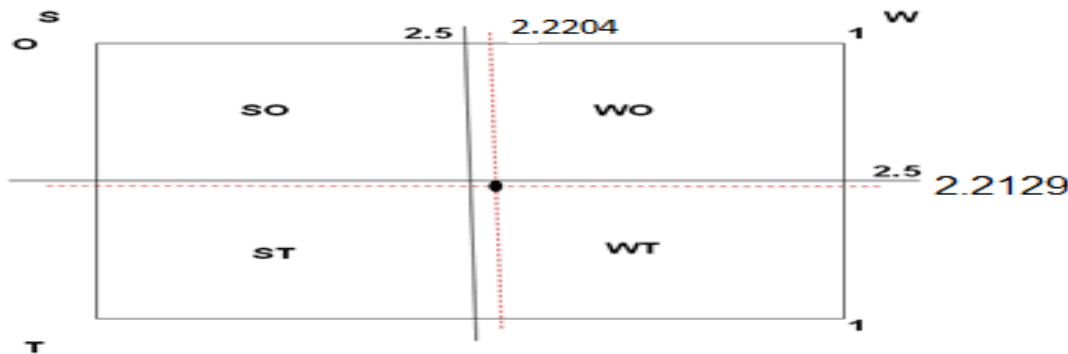


Figure 1 - Location of Strategic SWOT Matrix sport for all in Zanjan province.

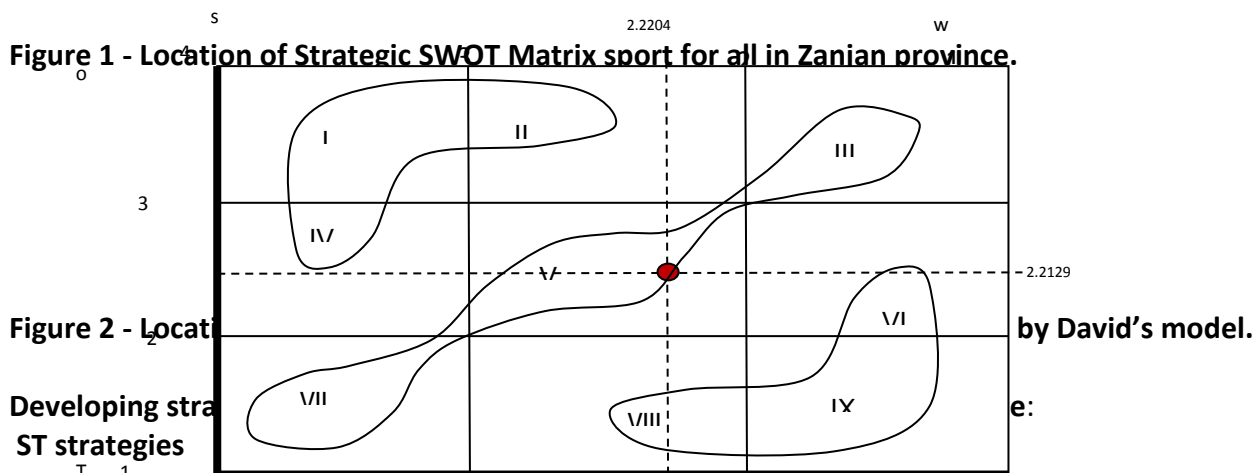


Figure 2 - Location of Strategic SWOT Matrix sport for all in Zanjan province by David's model.

Developing strategies
ST strategies

- Development of sport for all programs in the departments and agencies of Zanjan province.
- Development of sports facilities free of Sport for all in Zanjan province.
- Planning for the promotion of sport for all in the morning.

OW strategies

- Development of sport for all facilities.
- Development of private sector participation.
- Development of Radio & TV programming about sport for all.

SO strategies

- Promoting the culture of sport for all through the local media, especially on holidays and festivals.
- Government support for sport for all according to ability level, specialized technical knowledge of Zanjan province's coaches.

WT strategies

- Modify the structure of sport for all in Zanjan province.
- Promoting the culture of sport for all and recreation in the community.
- Program codified in the private sector with government funding to reduce the cost of construction of sport facilities.

B) Championship Sport in ZANJAN Province:

To develop a vision, mission, goals and the desired strategies for the championship sport in the province, we would arrange meetings with the respective physical education elites and experts. The Zanjan-based physical education department's vision in terms of championship sport:

-The general objective: To promote championship sport in Zanjan province

-Quantative part: To promote championship sport in Zanjan such that it develops as one of the 5 high profile provinces in sport fields

-Qualitative objective: To pave the way for all individuals to play sport regardless of their physical, mental, financial, social, cultural and economic qualities.

The general objective of Zanjan-based physical education department in terms of championship sport is to develop championship sport to take part in domestic and foreign competitions. In addition, its long-range goals regarding championship sport are as follows:

- a) Increasing both male and female coaches number from 6022 to 8000 through a five-year plan
- b) Increasing both female and male referees number from 3631 to 4500 through the 5-year plan
- c) Hosting championship competitions more than ever (20%)
- d) Increasing the athletes' participation in championship sports
- e) Rising both male and female athletes number to 10%
- f) Increasing per capita for the sport spaces in the province from 62 c/m to 1m

-Mission: To enhance championship sport with an emphasis on the athletic ethics

Having specified the vision, mission, goals, weaknesses, strengths, opportunities and threats in terms of strategic position of championship sport in the SWOT matrix, we provided internal and external factors assessment matrixes. To provide the internal factors assessment matrix, we would develop a list of the most important internal factors (strengths-weaknesses) in the matrix taking the respective elites and experts' viewpoints and the existing gap between the current and desirable situations into consideration. Then, several elites were asked to give weights and ranks for the related factors. It should be noted that considering the internal and external factors assessment matrix, a weight reflects a single factor success, while a rank reveals the current strategies effectiveness in terms of a reaction directed toward the respective factor. Hence, the number "4" implies higher reaction; number "3" reflects upper-intermediate reaction; number "2" entails lower-intermediate reaction and finally number "1" shows a weak one. Ultimately, the total grade was 2.3089 showing that the province suffered internal factors. The same conducted to assess the external factors. The final grade was 2.3896 revealing that the province's threats surpassed its opportunities. Positioning the final grades of both internal and external matrixes into SWOT matrix, we found out that strategic place of championship sport in the province was in the WT area. Having found the strategic place of the province in SWOT matrix and adjusting it with that of David's model as well as preparing a strength, weakness, opportunity and threat matrix, we began to develop the strategies.

Table 1: Internal Factors Evaluation Matrix athletics Zanjan

Strength	Weight	Rating	Weight Rating <input type="checkbox"/>
The number of sports venues (arena, club, swimming pool ... now 137 places)	0.052	3.3	0.17
Potential of sport in the province especially in the individual sport fields	0.050	3.1	0.15
Impact of sports teachers (specialist in Physical Education and Sports Science)	0.046	3.4	0.15
Number of local athletes in the national teams (individual sport fields)	0.045	3.1	0.13
Number of local teams in the premier leagues-individual fields (currently 4 teams)	0.040	3	0.12
Number of local teams in the premier leagues-team sport fields (currently 22 teams)	0.042	3	0.12
Impact of coaching classes in the province (Top Level Classes)	0.037	3.3	0.12
Level of professional and technical knowledge of coaches	0.035	3.4	0.11
Effectiveness and efficiency level of experts in the Department of Physical Education and other cities	0.032	3.1	0.09
Interaction physical education department and educational department regarding school-wide competitions to identify the talented athletes	0.032	3.3	0.10
The number of private sports clubs	0.031	3.2	0.09
Weakness	Weight	Rating	Weight Rating <input type="checkbox"/>
The presence of athletes in team leagues	0.051	1.9	0.09
The quantity and quality of sporting facilities equipped with heating system (with respect to the geographical situation of the	0.042	1.7	0.07

province)			
Number of places, the halls and facilities for athletics	0.040	1.8	0.07
The number and quality of the coaching courses	0.040	1.6	0.06
The number and quality of the refereeing courses	0.039	1.6	0.06
The proper involvement of volunteers in sporting events	0.033	1.5	0.04
The limited scope of different sports boards	0.040	1.8	0.07
Quality and quantity of physical education schools	0.046	1.7	0.07
Financial status of sporting boards	0.044	1.8	0.07
Quantity and quality of sports clubs activities	0.041	1.7	0.06
The amount of time, the level of expertise and manpower involved in the process of finding talented athletes	0.052	1.3	0.0676
Authorities attention to physical education schools as the major element of sports talented athletes	0.048	1.3	0.0624
The deployment of educated and skilled forces in physical education and exercise science department	0.042	1.2	0.05
Total weaknesses and strengths	1		2.30

Table 2 - External Factors Evaluation Matrix of championship sports in Zanjan

Opportunity	Weight	Rating	Weight Rating <input type="checkbox"/>
A good situation for championship sports (interest, talent ...)	0.054	3.5	0.1
Provincial authorities expertise in persuading manufacturing companies and sponsors to invest in athletics	0.049	3.5	0.17
Leaving sporting affairs with the private sectors	0.043	3.4	0.14
Geographical location of Zanjan and its proximity to the capital city and other developed cities in athletics	0.044	3.3	0.14

The full-time use of sports facilities of institutions and other agencies	0.048	3.7	0.17
Establishing Committee of the retired athletes to honor the values of physical education and efficient use of their experiences	0.054	3.5	0.18
Promote athletics through the local media	0.055	3.5	0.19
Comprehensive physical education program	0.057	3.1	0.17
Applying successful Cities and states experiences succeeded in athletics	0.057	3.1	0.17
Threat	Weight	Rating	Weight <input type="checkbox"/> Rating
Quitting sport fields due to employment and education ... problems,	0.057	1.2	0.06
The impact of rising unemployment in athletics	0.053	1.2	0.06
Increasing impact of recruiting elite athletes from other provinces	0.055	1.7	0.09
Increased costs of equipment and sporting goods in the province.	0.052	1.5	0.07
The impact of unemployed graduates in the field of physical education and sport science	0.040	1.2	0.04
The cost for construction, maintenance and restoration of sites, facilities, sports halls	0.058	1.6	0.09
Rising costs of athletics	0.059	1.6	0.09
The optimal use of champions and medalists in the development of sport	0.054	1.5	0.08
Withdrawal of manufacturing companies and sponsors because of economic problems	0.057	1.9	0.10
The not-for-sport use of sports facilities	0.054	1.8	0.09
Total opportunities and threats	1		2.38

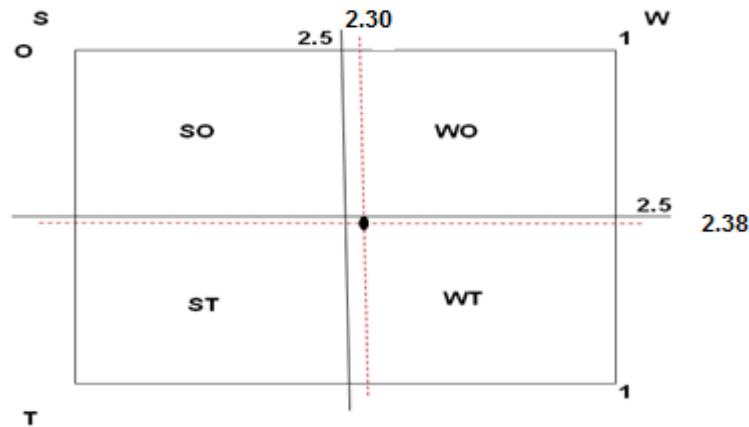


Figure 3 - Location of Strategic SWOT Matrix championship sport in Zanjan province.

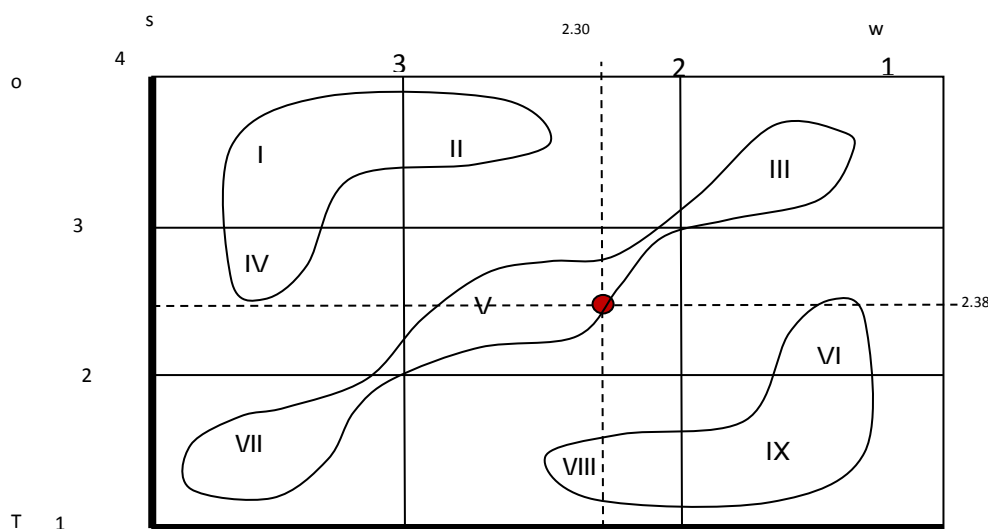


Figure 4 - Location of Strategic SWOT Matrix championship sport in Zanjan province by David's model.

The formulated strategies as for championship sport development in Zanjan:

ST strategies

- Efficient use of professionals and agencies in the Department of Physical Education and plans to hinder for the youth abandonment of sports scene s(due to problems with employment, education, livelihoods) regarding the number of sports venues (currently 137) in the province. (s9.t1.s1)
- Increased interaction of Physical Education Department with Office of Education regarding school-level competitions to identify talented athletes (currently 137). (S10.s9.t5 . s1)

OW strategies

- Increasing amount of time, expertise and level of staffing involved in the process identifying talented athletes and preparing the ground for athletics (interests, talents and).

- Increased participation of athletes in the premier leagues .

SO strategies

- Increasing the level of professional ability, technical knowledge and training in the context of a need for athletics (interest, talent).
- Increasing number of physical education teachers (specialist in Physical Education and Sports Science) with respect to being an opportunity for athletics (interest, talent).

WT strategies

- Optimal use of champions and medalists in the development of sport and the athletes involvement in the group teams in Premier League teams
- The increase in deployment of forces and attracting educated and skilled in Physical Education and Sports Science Department due to unemployed graduates in the field of physical education and exercise science.

DISCUSSION AND CONCLUSION

Considering the athletics, the following researches have been conducted inside and outside the country sharing in strategies of WO, WT, SO, ST:

Alijani (2002), Goodarzi (2007), Ghofrani (2007), Seif Panahi (2007), Khosravizadeh (2008), Nasirzadeh (2007), Department of Planning and Development of Physical Education in Mazandaran province (2010), Ghofrani (2010), Rashid lamir (2012), Welsh athletic counselors (1992) and Bovayt (2001).

The results of the present study is in disagreement with that of Nasirzadeh (2008), Khosravizadeh (2008), Department of Planning and Development of Physical Education in Mazandaran province (2010), Rashid lamir (2012) and the National Olympic Committee of Iran's strategic position in the region of SO, but the strategies presented in their study are consistent with strategies developed in this study. On the other hand, the results of this study are consistent with Ghofrani (2008), Seif Panahi (2008) and Ghofrani (2010), in which the position of athletics in the region of Kurdistan , Sistan-Baluchestan and Golestan province is in WT.

After reviewing the documents and strategic plans of different places, it was found out that a general framework is used for strategic planning in developing the mission and vision, goals and strategies. The researcher then developed a vision and mission of the department of sports and youth in Zanjan province and analyzed the strategies . To determine the strategic position of sport for all and championship sport in Zanjan province in the SWOT matrix, we created a matrix of factors based on external and internal strategic review of the internal and external factors (opportunities, threats, strengths and weaknesses). The external and internal factors evaluation matrix to sport for all rendered total score of 2.2129 and 2.2204, respectively indicating outperforming possible threats on its opportunities and strengths over its weaknesses . The sport for all status in the Zanjan province is in WT. And the external and internal factors evaluation matrix to championship sport rendered total score of 2.38 and 2.30, respectively indicating outperforming possible threats on its opportunities and strengths over its weaknesses . The championship sport status in the Zanjan province is in WT.

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