

## STRATEGIC SPORTS PLANNING IN MALAYSIA AND QATAR

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### Abstract

*In the '11th Malaysia Plan 2016–2020' targets sports and recreation for development fall under the Ministry of Youth and Sports. Each division and agency, as well as the Olympic Council has its own strategic plan. Somewhat differently, Qatar launched a sports plan, its Sports Sector Strategy 2011–2016 (2011), under the 'Qatar National Vision 2030'. Both countries recently accounted for elite sporting performances at the 18th Asian Games in Jakarta-Palembang (2018). Malaysia won 7 gold medals and placed 14th overall. Qatar took 6 gold medals and 15th place. This article compares Malaysia and Qatar sports programs regarding vision, mission, strategies, outcomes and problems. A literature review and document analysis are herein offered with the hope of aiding Malaysia's Ministry of Youth and Sports to develop proactive strategies with excellent outcomes.*

**Keywords;** *Sports strategic plan, sports, Malaysia, Qatar*

## INTRODUCTION

According to Samsuni & Zakaria (2005), organizational vision, mission and corporate strategic planning are essential for the success of strategic initiatives that attend core fundamental services. Effective collaborative management systems should align with core processes at all levels and within all divisions. Pearce & Robinson (1997) wrote that strategic planning involves a set of decisive actions that generates formulas for the implementation of plans designed to achieve organizational objectives.

The 'top down' approach shown in Figure 1 [modified from Samsuni and Zakaria (2005)] ensures that corporate activities, operations, strategic initiatives and performance indicators align with the organization's long-term vision, mission and goals and that vision and mission should be understood and shared by each individual within the organization.

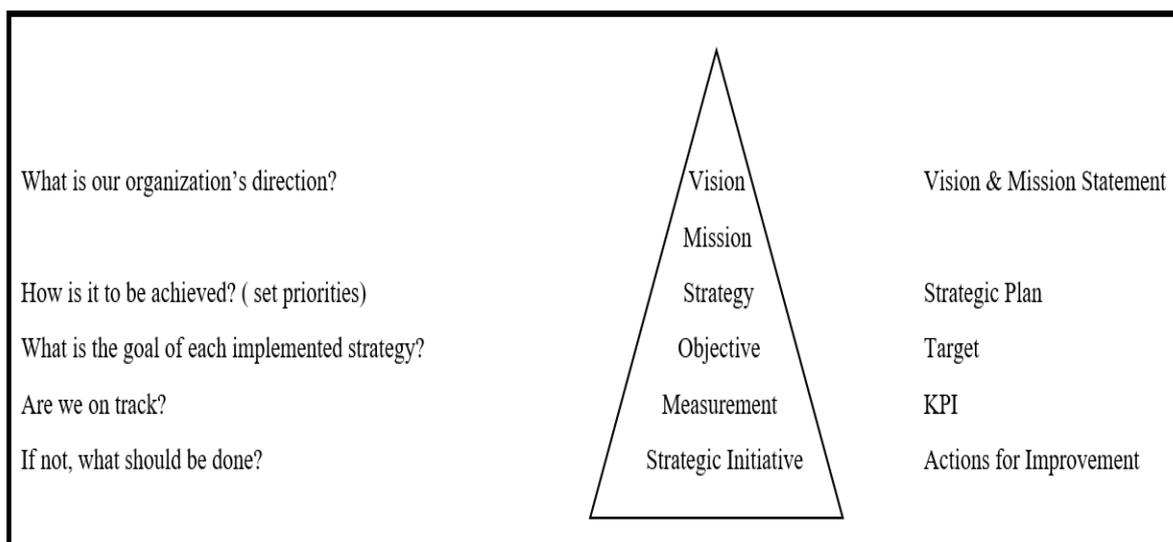


Figure 1: Top-Down Approach (Samsuni and Zakaria, 2005)

According to Samsuni & Zakaria (2005) strategic plans must be tested and periodically reviewed. Each strategy concerns the achievement of specific objectives for a given period. Determining the actual level of achievement is expressed as an objective. Objectives are directly related to prioritized core functions or pillars of the corporate vision.

## BACKGROUND

According to Chua Yan Piaw (2006), documentation is required to establish what measures have or have not been implemented. Strategic planning practices in Malaysia are determined by documents such as 'The Malaysia Plan'. The government's target for the Ministry of Youth and Sports under the '11th Malaysia Plan' is to craft a national sports and recreational environment that involves half of the population. To achieve this, the 'KBS Strategic Plan 2016-2020' (*Pelan Strategik Kementerian Belia dan Sukan 2016-2020*, 2016) has taken an 'outcome-based approach' to monitor progress. This plan's draft was based on the National Sports Policy (2009) and the Act 576 of the Sports Development Act (1997). Both Policy and Act were intended to ensure comprehensive coordination and effective continuity to maximize

goal achievement. All efforts were focused on the intensification of sports for healthy living while fostering social unity. Presently, implementing the National Sports Policy (2009) is being harmonized with the KBS Strategic Plan 2016–2020 (Jady, 2018).

The National Sports Policy (2009) aimed to create a ‘sports culture’. Its goal was to encompass high performance sports and physical activities for all as a nationwide concern. This was to be a collective effort involving relevant government and non-government agencies; private enterprises; fitness and recreation associations; institutions of higher learning; voluntary organizations; and prominent sports individuals. The goal was to develop an active, healthy and fit society in line with nation building. Thus, it developed the KBS Strategic Plan for 2016–2020 (*Pelan Strategik Kementerian Belia dan Sukan 2016-2020*, 2016).

The plan incorporated every sports network under the Ministry of Youth and Sports (KBS) to include: the Sports Commissioner Strategic Plan 2015-2020 (*Pelan Strategik Pejabat Pesuruhjaya Sukan Malaysia 2015–2020*, 2015); the National Sports Council Strategic Plan 2013-2020 (*Pelan Strategik Majlis Sukan Negara 2013–2020*, 2013); the National Sports Institute Strategic Plan 2015-2020 (*Pelan Strategik Institut Sukan Negara Malaysia 2015–2025*, 2015); Malaysia Stadium Corporation Strategic Plan 2018-2022 (*Pelan Strategik Perbadanan Stadium Malaysia 2018-2022*, 2018); the Olympic Council of Malaysia: Strategic Report 2016–2017, OCM (2016). Figure 2 below shows the Malaysia Sports Strategic Plan:



Figure 2: Malaysia Sports Strategic Plan

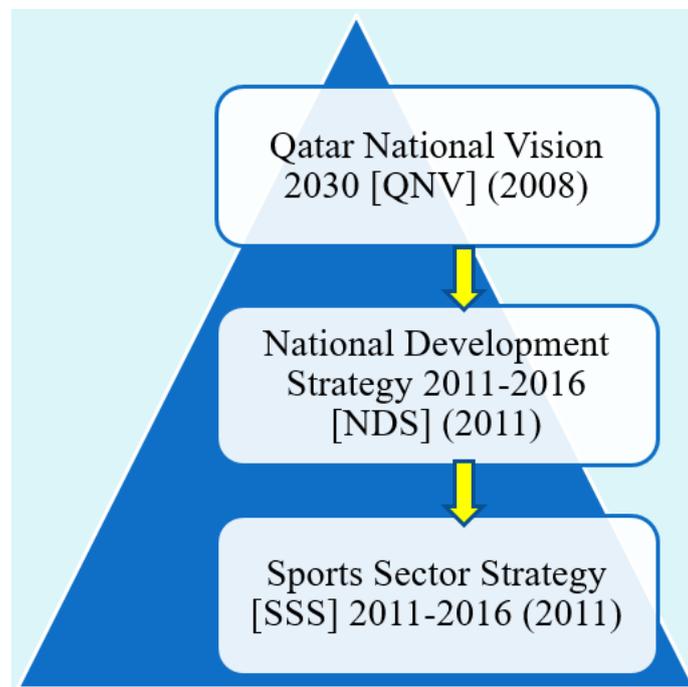
Comparing Malaysia's plans with Qatar, it was found that the latter scheme was one of the fastest growing programs in the Middle East. Qatar organized the 15th Asian Games in Doha (2006) and will host the 22nd FIFA World Cup in 2022. Qatar invests heavily in its Olympic Committee (QOC) and partner clubs and sports federations, and in the Aspire Zone Foundation along with other strategic allies to develop facilities that meet the needs of developing athletes. Qatar also hosts international competitions and raises awareness of sports and the benefits of vigorous physical activity. Under the Qatar National Vision 2030 (2008),

its Sports Sector Strategy 2011–2016 (2011) is one of fourteen sector strategies integrated with Qatar’s National Development Strategy 2011–2016 (2011).

Qatar’s Sports Sector Strategy (2011) is geared to deliver three key outcomes: (i) greater community participation in sports and physical activities; (ii) integrated planning to develop community and elite level sports facilities; and (iii) athletic development, training, management and performance options. The four pillars of Qatar National Sports Vision 2030 (2008) include; (i) increasing communal sports participation and active life style practices, (ii) improved health and sports outcomes with international friendships and relations, (iii) the establishment of Qatar as a global sports hub with an array of first-class facilities, and (iv) hosting regional and international sporting events.

Qatar’s Sports Sector Strategy (2011) was initiated by its Olympic Committee (QOC) with the support from the General Secretariat for Development Planning. It is based on and advances Qatar’s Olympic Committee Strategic Plan 2008–2012 (2008) with six priorities; (i) Sport and Leisure Facilities, (ii) Promotion and Publicity, (iii) Sports Education and Participation, (iv) Athlete Pathways Development, (v) Sports Management, and (vi) Hosting International Events.

Three areas were given special consideration in Sports Sector Strategy (2011) planning after reviewing results from a comprehensive situation analysis (i) Sports Education, Awareness and Cultural Change; (ii) Sports and Leisure Facilities; and (iii) Athlete Pathways Development as shown in Figure 3 below:



*Figure 3: Qatar’s Strategic Sports Planning Framework*

## STRATEGIC IMPLEMENTATION

Malaysia's Strategic Sports Plan (KBS Strategic Plan 2016–2020, 2016 has the following goals; (i) Sports for all, (ii) Talent identification among students, (iii) Development of high-performance athletes, and (iv) Development of sports ecosystem and sports-centered industries.

KBS works with all stakeholders to form 'KBS Teams' that ensure effective and comprehensive sports development. These teams include the following entities; (i) Sports Development Division of the National Youth and Sports Department, (ii) National Sports Council, (iii) National Sports Institute, (iv) Malaysia Stadium Corporation, (v) Sports Commissioner's Office and Olympic Council of Malaysia.

The KBS Strategic Plan 2016–2020 (2016) vision is to *'Realize the formation of a Sports Community by Cultivating Sports in Life.'* Its mission statement includes *'Creating a Comprehensive Plan, Introducing Innovative Approaches, Empowering Project and Program Implementation, and Strengthening Implementation Capabilities Through Potential Mobilization and Talent in Sports Development.'*

Qatar's vision is to become a leader that brings the world closer together via sustainable sports programs. Its mission is to; (i) Extend sports and physical activities throughout the country, (ii) Sponsor and improve the Olympic movement in accordance with the Olympic Charter, and (iii) Support and improve sports performance within the context of the "Olympic Spirit".

Qatar's Olympic Committee strives to innovate and advance sports development. Its many initiatives and events were the first of its kind. These include National Sports Day; the Qatar Olympic Academy; the Qatar Women's Sports Committee; School Olympic Programs; and the Qatar Athlete Development Pathway. The QOC works closely with National Federations to support athletes, coaches and officials at every level and includes bidding to organize world-class sporting events. Qatar wishes to forge global friendships by hosting world-class sports events that inspire and engage young people and raise awareness of the importance of sports in daily life while increasing tourism, business and employment opportunities.

## STRATEGIC SPORTS PLAN PILLARS

To implement its Strategic Sports Plan, Malaysian officials identified strategic pillars based on the 'Blueprint of Sporting Countries'. These include the following; (i) 'Sports for All' slogan and goals to help produce a healthy and united populace, (ii) Talent Identification, (iii) Redeveloping the National Sports Complex (Bukit Jalil, KL); a key initiative that will allow event hosting for international championship competitions, and (iv) Developing facilities for high performance sports, sports ecosystems and support sports industries; (a) manufacturers, wholesalers and retailers of sports equipment, (b) sports event organizers, (c) sports-related services, (d) sports science and medicine, and (e) sports facilities providers.

Qatar’s strategic pillars include; (i) Human Development for all to enable and sustain a prosperous society, including a healthy population (physical and mental), sports participation and skills development, as well as formal and non-formal sports education and training, and (ii) Social Development of a just and caring society with high moral standards and an active role in global development; to include family cohesion, women’s empowerment, community development and a secure, stable society invested with regional and international roles, (iii) Economic Development of a competitive and diversified economy to secure present and future prosperity for all via sports events and related services that inherently increase productivity from a healthy population, and (iv) Environmental Development to ensure harmony between economic growth, social development and the environment; to include environmentally friendly sports facilities and sports goods by increasing sports popularity to promote environmental awareness. Figure 4 below shows the strategic plan pillars of Malaysian and Qatar sports:

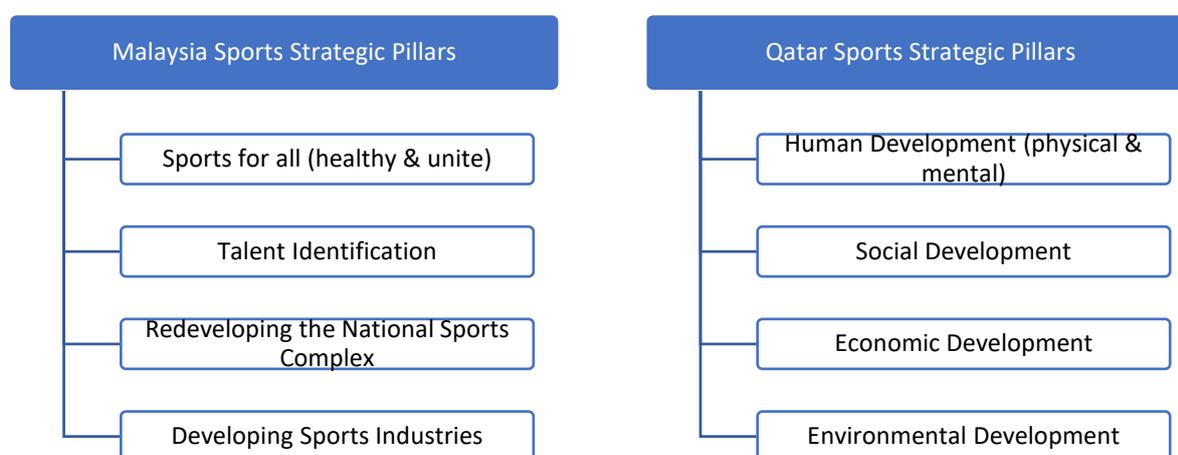


Figure 4: Strategic Sports Plan Pillars of Malaysia and Qatar

## MALAYSIA: IMPLEMENTATION ISSUES AND CHALLENGES

### *Sports Culture for All*

Sports activities in schools remain at low levels; thus, talent spotting and athlete’s development requires overall polishing by the Ministry of Education (MOE) and National Sports Institute, Ministry of Youth and Sports. Challenges include high performance, sports science applications, effective coaching and support services, good leadership and good governance by sports bodies. Financial support by private sector will expedite the development of sports industry. Uniting all levels and segments of society means confronting a wide range of races, ethnicities, cultures, religions, genders, ages and political backgrounds. Furthermore, to achieve a 50 percent national level of involvement in sports and recreational activities (Pelan Strategik KBS 2016-2020, 2016) requires efforts made by all parties to upgrade sports infrastructure, maintenance and facilities for people with disabilities (OKUs).

These challenges also include pro-active roles that provide athletes with avenues for collaboration with sports agencies to implement effective and structured sports programs at all levels. A ‘sports culture for all’ initiative engages everyone in recreation and healthy living

practices. These programs include; (i) Sports League for All programs for Futsal, Sepak Takraw and Netball, (ii) FitMalaysia Programs in every state peaking on National Sports Day each year on the first Saturday of October (first National Sports Day was 10 October 2015), (iii) Talent Identification (Talent ID): a collaborative program between the National Sports Institute (NSI) and the Ministry of Education Malaysia (MOE), and (iv) Nationwide community sports clubs registered with the Sports Commissioner's Office (PJS).

### *Strengthening the Development of High-Performance Sports*

The 'Podium Program' that was launched in 2016 to develop athletes, coaches and sports is a good initiative to produce medals at ASEAN, Commonwealth and Olympic competitions. Its ultimate challenge is to provide international level athletes with physical and mental training. Previously, access to local or foreign coaching services is very limited, as well as other form of supports such as sport science knowledge and medical officers. To win gold medals, athletes need consistent training and also maintain their performance via proper nutrition, facilities, sports science applications and coaching. KBS has restructured the National Sports Council (NSC) and the National Sports Institute (NSI) with matters in mind. One of the examples is the formation of National Football Development Plan (NFDP) at the grassroots levels with a Talent ID program to identify potential elite athletes.

### *Sports Industry Development as A National Economic Generator.*

This program was implemented from 2010–2015 (2010) with the following programs, (i) Open Sports Industry Day, (ii) A series of Sports Industry Forums, (iii) A Spotlight Dialogue Series on Sports, (iv) Sports Industry Workshops, (v) Asia Pacific Sports Business Conference, 2012, (vi) Malaysia Sports Trade and Golf Expo [MSRGE], (vii) A series of Career Seminars on the Sports Industry, (viii) Dialogue with Sports Industry Drivers, (ix) Le Tour d' Langkawi, (x) The Monsoon Cup, (xi) International Youth Sailing Championship, (xii) Development of KL Sports City, Bukit Jalil, KL, (xiii) Organizing the Sports Pitch Conference to attract private sector contributions to the initiative, (xiv) Developing young entrepreneurs who venture into the sports industry and produce local brands means the government must provide incentives, loans and assistance in terms of training, etc., and (xv) Ministry of Youth and Sports is the sports database center for all references.

## **QATAR: IMPLEMENTATION ISSUES AND CHALLENGES**

### *Increased Community Participation and implementation.*

Involves an integrated approach for all core components such as; (i) raising public awareness and interest, (ii) generating opportunities for sports participation for recreational, amateur or professional athletes, coaches, spectators and volunteers, (iii) building a supportive sporting infrastructure for sports groups and programs, (iv) improve national athlete performances in international venues, and (v) participation of women.

Qatar's Women's Sports Committee (QWSC) was established in 2000 to lead, support and promote greater female participation. Its priorities include; (i) development of adequate sports facilities (new and old) that cater to women's needs, (ii) increased female participation,

(iii) programs for talent scouting and athlete development, (iv) improve QWSC administrative and organizational structure, (v) increase partnerships with international and national sports federations, (iv) improve marketing and public relations activities that promote QWSC and its activities, including hosting local, regional and international championships, (v) enhanced relationships and cooperation with partners and sponsors, and (vi) greater participation of women with special needs.

This last initiative needs support by adequate infrastructure development, social support, capable coaches, rehabilitation services, sports medicine, transportation, sports equipment, promotional and communication activities.

### *Improved and Integrated Planning for Community and Elite Sports Facilities*

Qatar has to ensure adequate access to sports and recreation facilities that provide a safe physical and psychological learning environment. This requires a National Sports and Recreation Facilities Master Plan to ensure coordinated planning. This master plan develops a network of accessible, uniform, high quality open spaces for sports and recreation facilities that meet public needs, are fit to purpose, and are economically and environmentally sustainable. They must balance new facilities while enhancing extant facilities.

Overall, planning includes; (i) an audit of all sports and recreation facilities and updated database, (ii) a gap analysis to match present supply against current and projected future demands, (iii) a sports and Recreation Facilities Master Plan, including spatial maps to show locations of current and future stadiums, competition venues, and areas dedicated to casual and unorganized recreational activities; and (iv) street designs for bicycle tracks and walking areas.

## **TALENT DEVELOPMENT, MANAGEMENT AND PERFORMANCE**

Success can be sustained only with a dependable pool of diversified talent. Innovation, research, science and technology has to drive sports excellence; hence, Qatar needs to work closer with universities and research institutions to improve its sports science base for better outcomes. A comprehensive sports-specific athlete development model is needed to articulate an integrated pathway from talent identification to excellence. In addition, a strategic management plan for coaches and technical officials will identify and address needs; including professional career development paths. The Aspire Academy's 'Sports Skill Development Program' (SSDP) maps out a clear athlete development pathway, beginning with general sports skills development and then progresses to more aggressive sport-specific training paths to perfect skills.

Qatar's Sports Development Index (QSDI) has key performance indicators (KPI's); (i) Athletic pathways by sport and event type, (ii) Physiological and anthropometric fields, (iii) Financial indices for salaries, bonuses and retirement packages, (iv) National team visions for standards and branding, and (v) Athlete transition services and athlete welcome kits.

A strategic plan for coaches and technical Human Resources management aims to recruit and maintain coaches at recreational and competitive levels to encourage people to

play sports. This project includes; (i) Benchmarking exercises to determine international best practices to optimize coaching vs. technical sports personnel ratios, and to measure gaps in current athlete management practices, and (ii) Developing a management plan for coaches and technical officials based on current status vs. international standards with provisions for future demand. This plan includes data on recruitment, retention, mentoring, recognition, formal and informal education, pathway development and succession planning.

## **MALAYSIA'S STRATEGIC ACTION AND OUTCOME PROGRAM**

The KBS Strategic Plan 2016–2020 (2016) coordinates with 'The KBS Way', as 'One Team, One Commitment'. The initiative focuses on cultivating sports activities for the welfare and integrity of the nation by preparing reiterative sports programs and activities for National Sports Day, Sports League for All, Fit Malaysia, Fit Mosque, Talent ID, Program For OKU, and Extreme Games. Measures include the following; (i) Strengthening talent continuity mechanisms between mass sports and high-performance sports. This includes MyTID Program, National Football Development Program [NFDP], Junior Cycling Malaysia [JCM], NSC Program supervised by NSC, Talent ID Program, NSI Satellite Centre, iTalent iTrain, Talent Bootcamp, and Sports League for All, (ii) Improving sports professionalism, good governance and management includes Star Rating, Sports Agency Management Courses, Education MoUs, Sports Management Modules and Syllabi, a Technical Working Group (TWG), and Strategic Alliances, (iii) Optimizing management and use of sports facilities to facilitate access for all involves upgrades and maintenance. NBOS initiatives concern relevant agencies such as the Ministry of Education Malaysia (MOE), sport facilities sharing, rating systems, the development of KL Sports City, and MoUs, (iv) Develop a conducive and viable sports industry ecosystem by working with Ministry of Tourism and Culture. Among key programs are Dialog with Industry Movers, Sports Pitch Conference, MoUs with local and international level sports industries, Sports Satellite Account, Technical Working Group, MoU implementation of courses for training modules and to enhance accreditation, (v) Intensify development of high-performance international sports using grassroots talent by implementing the Multi-Lateral Program to empower management's ability to source talent via cooperation with the Ministry of Education. Among major programs are MyTID, Multi-Lateral Development Centre, Sports Parenting Programs and Clinics, and Sports Science Camps, (vi) Empower the development of new talent groups by organizational development, searching for talent, participation and training facilities, coaching and development of training programs, strengthening of competitions at district, state and national levels, and development of a regional National Sports Institute Satellite Centre, (vii) Enhance and reinforce athlete performance at the highest levels using performance indicators such as '*Program Kita Juara 2017*' and '*Podium Program*.' Transforming the development of coaching and technical personnel training through accreditation module enhancement, coordination with the National Sports Agency, and producing international technical and coaching staffs. Among these programs are 'Empowerment of the National Coaching Academy' (AKK), the 'Technical Personnel Program', the 'National Certification Development Program' (Sports Science and Specific Sports) and the 'Sports Science Practice Accreditation Program' (Coaching and Sports Science), (viii) Strengthening Science, Medicine, Technology and Sports Research programs through the creation of specific science and sports science schemes; collaboration with higher education institutions in the field of sports science research; and a Federal Sports Scholarship program, and (ix) Empowering the National Anti-Doping Program based on

international standards and establishing international relations (WADA). The SMART Testing Program and Program Outreach establish MoUs and a National Anti-Doping Test Lab that meets international standards.

*KBS Networks Also Have Their Own Strategic Sports Plan:*

- (i) Strategic Plan of the Sports Commissioner's Office 2010–2015 (2010). The Vision of the Sports Commissioner's Office (PJS) is to lead all sports associations in Malaysia. The Mission is to provide solid support to sports associations and bodies and to collaborate with national sports organizations that provide sports services. The Strategic Plan goals are to; (a) assure the sustainability of sports associations, (b) encourage involvement by professional sports bodies, (c) ensure excellent qualifications and performance with international success; and (d) enhance PJS abilities to spearhead, collaborate and provide steady support for the development of sports associations;
- (ii) National Sports Council Strategic Plan 2013–2020 (2013). The Vision of the NSC is to produce world-class athletes from high-performance elite athletes. The Mission is to ensure the implementation of high-performance sports development programs at all levels. Strategies are geared to; (a) to achieve world level excellence through efficient and comprehensive athletic training, including all necessary support services, coaching, and qualified trainers while organizing effective and competitive local and international sporting championships, (b) to enhance performance achievements for high performance sports personnel management; and (c) to reinforce efficient and effective coordination between administrative bodies of sports organizations.
- (iii) National Sports Institute Strategic Plan 2015-2025 (2015). The Vision of the NSI is to become an excellent institute that applies sports knowledge based on scientific practices. Its Mission is to ensure that practice, research, innovation and development in sports science and technology are at international levels. Strategies are geared to achieve high performance athletes via; (a) grassroots sports talent development, (b) the advance of sports research and innovation, (c) improve and expand sports education and certification programs, (d) ensure high performance without drugs, (e) employ smart and strategic collaboration techniques, (f) improve organizational capacity building; and (g) incentivize its working culture.
- (iv) Malaysia Stadium Corporation Strategic Plan 2018-2022 (2018). Malaysia Stadium Corporation (PSM) is intended to be the regional hub of preference for sports and an entertainment. Its mission is to; (a) provide world class facilities, services and seamless user experience showcasing sports, entertainment and educational venues, (b) offer marketing platforms for sports and tourism; and (c) promote healthy lifestyles. Strategies to achieve PSM objectives include transformations in business structure, processes and operations, with a view to become a self-financed government body.

- (v) Olympic Council of Malaysia (OCM) Strategic Reports 2016-2017 (2016). The OCM's vision is to become one of the Best Managed National Olympic Committees in the world. As the acknowledged leading agency for sports in the country, OCM engenders and fosters Olympic ideals for all and helps attain excellence at all levels of international competition in cooperation with the IOC and relevant organizations. OCM's Mission is to develop, promote and protect the Olympic Movement in accord with the Olympic Charter. Strategies are geared to integrate OCM responsibilities and activities with national sports associations with regard to PR, Branding, Finance, Marketing, women in sports and with governmental bodies.

### **QATAR'S STRATEGIC ACTIONS: OUTCOMES AND PROGRAMS**

Qatar initiated a Technical Committee to review methodology and survey results. Its tasking includes survey design, data collection and collation, analysis, high risk group identification, international benchmarking, and the communication of findings and recommendations. Their Participation Survey Project focuses on Sports and Active Lifestyle Interventions within Public Health Programs. The goal is to; (i) increase community participation by conceiving and implementing public education campaigns that promote sports and active lifestyles, (ii) conceiving and implementing targeted education campaigns for specific groups such as women, the elderly, persons with disabilities, and other high-risk groups; and (iii) sports and public health campaigns for schools to address childhood obesity.

They also seek to improve integrated planning for community and elite sports facilities by designing and conducting an audit of all sports and recreation facilities with a view to design and update a facilities database to conduct a needs or gap analysis followed by a facilities master plan. In addition, they intend to; (i) increase or improve sports talent development, management and performance by reviewing extended programs to include transitions from federations, clubs and the Aspire Academy, (ii) studying talent development programmed in other countries, (iii) building a standardized model for the development of Qatari athletes, (iv) construct a female-specific development model, (v) construct a special-needs specific development model, and (vi) develop a talent database and registration of all program registrant entries and exits.

Qatar objectives are to; (i) increase or improve sports talent development and performance management in accord with global benchmarks per sport and per age group to determine coach vs technical officials' ratios, (ii) review coach and technical officials' trends, (iii) project needs for future coaches and technical officials; and (iv) incentivize long-term commitments from coaches and technical officials.

## DISCUSSION

The Strategic Plan needs to be routinely assessed (Kamaruzaman, 2012) to measure its success. In the event of indices indicating failure, Ministry of Youth and Sports should taking steps to review any faults and improve the program. Long-term ratings require short-term assessments to assure the remains effective and on target.

In leading the development of sports as a whole, Ministry of Youth and Sports as a government organization in Malaysia will constantly face challenges and tests in achieving key performance indicators. Hence the leaders who serve in Ministry of Youth and Sports organizations should always be prepared in making decisions, sensitive to the challenges, be aware of technological change, acting according to the latest knowledge (Ab Aziz, 2000). According to Ali Abdulridha & Ali Mohammed (2017) the leadership has a direct impact on the strategic management process, hence effective strategic management can provide an advantage for leaders in KBS.

Qatar has allocated enormous funds for its Strategic Sports Plan. Harknes (2012) said; *“Sports function as sites for contestation, conformity and the negotiation of larger social issues that impact Qatar and the Middle East.”* The structure of Qatar’s sports organizations is also hierarchical. According to Reiche (2014), strategic planning is still wanting for much compared to Malaysia’s several plans. During the 18th Asian Games in Jakarta-Palembang (2018), Malaysia took 7 gold medals and 14th place, Qatar took 6 gold medals and 15th place. A detailed study of actual implementation and leadership quality should be done to determine weaknesses and strengths, and perhaps with a view to remove incompetents due to nepotism. Doing what is right (Kaufman, 1992) is the optimal basis of practical planning for both countries.

According to Golkowska (2017) strategies used today to promote women athletes and a healthy active lifestyle are limited by location and growth factors. Likewise, sex-segregated venues in Qatar are important so women feel comfortable when exercising. All the same, promoting public space as culturally appropriate for women to engage some forms of physical activity alongside men is also crucial to normalize their participation in sporting events. Researchers suggest that Malaysia organizes sports organizing competitions (Shapie et al., 2019a; 2019b; Pawista and Shapie, 2019) and training (Al-Syurgawi and Shapie, 2019) as done by Qatar. Theirs may be a better approach to talent spotting among women. Based on the Samsuni and Zakaria (2005) models, researchers recommend that action for a more outstanding direction is to hold two tournaments or training or sporting organizations that separate between female and male athletes. This will provide opportunities for athletes and coaches with more potential.

According to Ab Aziz (2000) competent leaders in planning, implementing, determining the direction, controlling and being able to analyze every change that occurs is a desirable leader. So, to achieve this vision and mission of National Sports Policy (2009) it is

sensitive in ensuring that any changes can act according to strategic management. According to Wahlstrom (2018) sport is a frequently changing field and industry that demands strategic management to meet the demands of these changes.

Qatar's strategic sporting plan uses a general survey before deciding on strategic priorities. This approach can also be adopted in Malaysia. Islamic approach to strategic planning prioritizes efforts that maintain a peaceful and prosperous society. Hence, decisions are made to safeguard public interests within '*shari'ah*' boundaries. Reasonable considerations are set to avoid all possible matters that might bring harm to the community, so that social problems and individual loss are avoided. Without properly designed surveys, Malaysia ventures into domains of the sports industry without knowing its own capabilities, strengths and potentials, etc. With surveys like those of Qatar's Sports Strategic Sector, much useful information is gathered and used to draft practically oriented plans and requirements.

According to Yusaini's research (2014), among sports officials in the Ministry of Youth and Sports on the understanding of faith, worship, morals and social through formal learning plays a very important role in helping to produce human beings who are honorable and able to contribute to the development of sports according to Islam for the country. These findings are in line with the study of Azizi et al. (2007). The understanding of the concept of sport according to Islam is important because without it, the implementation of sports according to Islam becomes difficult (Khoo Kay Kim, 2010). Thus, strategic planning for sports in Malaysia should look at the strategic planning of the sport in Qatar to be implemented in Malaysia, based on National Sports Policy (2009) and the Sports Development Act (1997).

Researchers recommended that further research to see the spending differences allocated to the Sports Strategic Plan for both countries based on financial distribution factors according to agencies and divisions in Malaysia and the provision of bulk under one sports organization in Qatar. This is to evaluate the achievement of sports and profit policy gained through the collection of medals and sports engagement by the community of all.

## CONCLUSION

Strategic planning is important for organizational direction. Combined strategies and services provided are to be organized and focused on meeting corporate aspirations. According to Reiche (2014) sports are used as a tool of domestic and foreign policy to build regional and international relations and thereby gain soft power in the interests of national security. Sports programs also establish diplomatic relations. An example is that of Malaysians serving in the Qatar Olympic Committee. In addition, international management requires knowledge of international economic conditions and regional co-operation (Jaafar et. al, 2004).

It is hoped this article aids those responsible in Malaysia and Qatar to structure more efficient Strategic Sports Plans with a focus on effective proactive mechanisms that better

enable excellence in sports activities. Malaysia and Qatar are Islamic countries and strategic planning is strongly encouraged in Islam both individually and organizationally (Sharifah et al., 2013). This approach was advised by Rasulullah SAW and followed by the Khulafa 'ar-Rashiddin, who obtained counsel from each involved party. Every strategic plan is determined by the power of Allah SubhanahuWaTaala. Qur'an 3: 54, says: “*They planned, but Allah SubhanahuWaTaala also planned. And Allah SubhanahuWaTaala is the best of planners.*” translations in Al Mubin (2012).

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