

Identification of Solutions for Utilizing Donors' Capacity in Sports Infrastructure Development

ABSTRACT

Purpose: Given the significant capacity and potential of donors to contribute to sports infrastructure development in the country, the identification of suitable and practical Solutions for leveraging this capacity is of utmost importance. Therefore, the objective of this research is to identify Solutions for utilizing donors' capacity in sports infrastructure development.

Methodology: This qualitative study employed a thematic analysis approach, utilizing content analysis as an exploratory technique. The study population consisted of sports experts, managers, and individuals engaged in sport donors. Purposeful and snowball sampling methods were employed, and data saturation was achieved through 17 interviews. Semi-structured interviews were conducted either in person or via telephone. Validity and reliability were ensured through the use of acceptability, transferability, confirmability, and retest.

Findings: The data analysis yielded 42 open codes, which were categorized into nine sub-themes. Ultimately, the sub-themes were classified into five main themes: legal and structural reforms, improvement of management and planning, transformation and enhancement of public culture, strengthening of information dissemination and awareness, and economic support and incentives. The findings of this research present a comprehensive set of effective Solutions and tools for maximizing donors' participation in sports infrastructure development. By employing these Solutions, sports organizations and donors themselves can make the most of this valuable capacity.

Originality: The research findings provide unique insights into the motivations, challenges, and potential contributions of philanthropists in advancing sports development initiatives. Also, the study proposes an innovative framework for effectively engaging and collaborating with donors to drive sports infrastructure growth.

Keywords (3-5 words)

Development; Donors' Capacity, Solutions; Sports Infrastructure

شناسایی راهکارهای استفاده از ظرفیت خیرین در توسعه زیرساخت های

ورزش کشور

چکیده

هدف: با توجه به ظرفیت و پتانسیل بالای خیرین برای مشارکت در توسعه زیرساخت های ورزشی در کشور، شناسایی راهکارهای مناسب و عملیاتی برای بهره گیری از این ظرفیت از اهمیت ویژه ای برخوردار است. لذا هدف پژوهش حاضر شناسایی راهکارهای استفاده از ظرفیت خیرین در توسعه زیرساخت های ورزش کشور می باشد.

روش: این پژوهش به شیوه کیفی انجام شد و برای تحلیل داده ها از روش تحلیل محتوای کیفی با استفاده از تکنیک تحلیل مضمون استفاده گردید که ماهیت اکتشافی دارد. جامعه آماری در این پژوهش را تمامی متخصصان و مدیران ورزشی و کسانی که در حوزه خیرین ورزش فعالیت داشتند، تشکیل داده بودند. نمونه گیری به صورت هدفمند و گلوله برفی انجام شد که با ۱۷ مصاحبه به اشباع نظری رسید. به منظور گردآوری اطلاعات از مصاحبه نیمه ساختاریافته استفاده شد که به صورت ارتباط مستقیم و به صورت تماس تلفنی انجام شد. برای سنجش روایی و پایایی از مقبولیت، قابلیت انتقال، تأییدپذیری و باز آزمون استفاده شد.

یافته ها: از تجزیه و تحلیل داده ها ۴۲ کد باز استخراج شد که در ۹ مضمون فرعی قرار گرفت. در نهایت مضامین فرعی نیز در پنج مضمون اصلی شامل اصلاحات قانونی و ساختاری، بهبود مدیریت و برنامه ریزی، تحول و ارتقای فرهنگ عمومی، تقویت اطلاع رسانی و آگاهی بخش، حمایت ها و مشوق های اقتصادی دسته بندی شدند. یافته های این پژوهش، مجموعه ای غنی از راهکارها و ابزارهای کارآمد را برای جذب حداکثری مشارکت خیرین در توسعه زیرساخت های ورزشی ارائه می کند. با بهره گیری از این راهبردها، سازمان های ورزشی و خود خیرین می توانند به بهترین شکل ممکن از این ظرفیت ارزشمند بهره مند شوند.

اصالت و ابتکار مقاله: یافته های تحقیق بینش های منحصر به فردی را در مورد انگیزه ها، چالش ها و مشارکت های بالقوه نیکوکاران در پیشبرد طرح های توسعه ورزشی ارائه می دهد. همچنین، این مطالعه چارچوبی نوآورانه را برای مشارکت مؤثر و همکاری با سازمان های بشردوستانه برای هدایت رشد زیرساخت های ورزشی پیشنهاد می کند.

کلید واژه

توسعه، راهکارها، زیرساخت ورزش، ظرفیت خیرین

1. Introduction

Sports and physical activity are considered fundamental elements of a healthy and disease-free lifestyle. Sports and physical activity play a significant role in maintaining individuals' physical and mental well-being. Participating in sports activities improves social and movement skills, self-esteem of people and leads people's lifestyle towards a healthy and active life (Naghizadeh-Baghi et al., 2021). Numerous studies have shown that regular exercise can reduce the risk of chronic diseases such as diabetes, cardiovascular diseases, cancer, and obesity (Wilkinson, 2023). On the other hand, the presence of suitable sports infrastructure and facilities is one of the key factors in encouraging and motivating people to engage in physical activity and participate in sports. Easy access to well-equipped and quality sports facilities can reduce barriers to exercise and provide a platform for the promotion of a sports culture in society (Eime et al., 2015).

Donors play a pivotal role in supporting various sectors, including sports, through their philanthropic contributions. Donors, whether individuals, corporations, or foundations, play a crucial role in supporting the sports sector through philanthropic contributions (Tóth & Mátrai, 2023). Their involvement can take various forms, such as funding sports organizations, sponsoring events, providing scholarships to athletes, or investing in sports infrastructure development (Babiak & Yang, 2022). Motivations driving donors include personal interests, social responsibility, and a desire to promote physical activity and healthy lifestyles within communities (Palmer, Filo & Hookway, 2021). By alleviating the financial burden on governments and institutions, donor support enables more comprehensive development and access to sports facilities, programs, and opportunities, ultimately contributing to the economic and social development of the sports sector (Palmer, 2021).

The development of sports infrastructure is not only essential for supporting professional and championship sports but also ensures public access to sports spaces. This, in turn, leads to increased participation in physical activities and ultimately improves the overall health of the community (Balane, 2023). Therefore, considering the numerous benefits of sports and the importance of sports infrastructure in promoting an active lifestyle, investment in this area is a significant priority for any country to enhance the health and well-being of its citizens. Consequently, the development of infrastructure and the expansion of public access to sports facilities should be one of the crucial priorities for improving the health of citizens and enhancing the quality of life in any community (Aslam, 2023).

Governments play a crucial role in supporting, planning, and investing in sports infrastructure. Through budget allocation and the allocation of public resources, they can significantly contribute to the development of sports facilities and amenities (Veal et al., 2012). Despite government efforts to develop sports infrastructure, they often face serious challenges and limitations in this area. One of the most significant obstacles is the lack of financial resources and sufficient budget. Governments are

usually faced with the obligations of funding various sectors such as education, healthcare, security, and public infrastructure, which can create constraints on investment in sports (Veal et al., 2012). On the other hand, the high costs of constructing and maintaining complex and modern sports facilities impose considerable financial pressure on governments. Additionally, sports facilities need to be continuously renovated and refurbished to meet the increasing needs of the community (Pfleegor & Seifried, 2014). As a result of these challenges, governments often cannot develop sufficient and high-quality sports infrastructure across the country relying solely on public resources. This can lead to a reduction in public access to sports facilities and, consequently, a decrease in participation in physical activities and sports (Wang et al., 2022).

In such circumstances, attracting private sector participation and support can be a valuable source of funding and addressing the existing deficiencies in sports infrastructure. Donors and investors with various motivations such as interest in sports, a sense of social responsibility, or even profitability can contribute to the construction and equipping of new sports facilities or the renovation and improvement of existing facilities (Coates & Wicker, 2015). The presence and involvement of donors in this field can have multiple benefits, including increasing public access to sports facilities, comprehensive development of infrastructure nationwide, reducing the financial burden on the government, and creating new opportunities for investment and economic development (Walters & Paxman, 2012).

Donors refer to individuals or organizations that, driven by humanistic motivations, support community or social responsibility, and utilize their financial or non-financial resources to assist in charitable activities or projects (Yaghoobi et al., 2021). Donors can be wealthy individuals, corporations, charitable institutions, or any other entity interested in investing in various fields, including sports. In the realm of sports, donors' participation and support can play a crucial role in the development of sports infrastructure. They can significantly contribute by providing the necessary financial resources for constructing new sports facilities, equipping and renovating existing facilities, as well as supporting programs and sports events (Gadai., 2015). The presence and involvement of donors in this domain can bring multiple benefits to society, including increased public access to sports facilities, the promotion of sports culture and physical activity, the enhancement of citizens' physical and mental well-being, as well as creating new opportunities for economic development and job creation (Darnell et al., 2019). Furthermore, donors support can relieve the financial burden on governments in developing sports infrastructure and free up more resources for investment in other priority areas (Wicker et al., 2009).

During the past decades, many countries have faced challenges in developing and maintaining adequate sports infrastructure due to limited government resources (Abza et al., 2015). Despite the efforts of government authorities, a significant gap remains between the needs and available facilities, hindering the development and promotion

of sports activities (Paramio-Salcines et al., 2013). In this context, the increasing role of private sector participation and humanitarian assistance has become crucial in addressing the financial constraints faced by governments (Walters & Tacon, 2010). However, the potential of philanthropy in sports infrastructure development is often underutilized due to various factors such as lack of proper planning, regulatory frameworks, and incentivization mechanisms (Anagnostopoulos et al., 2014). Identifying effective Solutions for harnessing the potential of individuals and private donors in sports infrastructure development is of paramount importance. It can serve as a valuable source of funding and resources to fill existing gaps and support overall growth and access to sports facilities in a country (Jafari Ramiani et al, 2024). By tapping into this underutilized resource, a country can address pressing needs for sports infrastructure, enhance physical activity and overall well-being, and create a more favorable environment for sports development at various levels (Wicker et al., 2009).

Past studies reveal that donors and charitable individuals play a pivotal role in expanding sports infrastructure (Darnell et al., 2019). Numerous barriers stand in the way; ranging from the lack of legal frameworks and tax incentives to the scarcity of necessary trust and transparency, as well as deficiencies in planning and the absence of appropriate mechanisms (Walters & Rahbek Pedersen, 2020). Atalay & Švagždienė (2023) believe that promoting a culture of participation and increasing awareness among donors about the vital importance and positive impacts of their contributions are key steps in soliciting philanthropic engagement in sports. On the other hand, Ajmal et al (2023) suggest that developing a comprehensive plan and model could be an appropriate solution for attracting and optimally managing donor's participation. Moreover, Pandandini's findings (2023) indicated that raising awareness and providing proper information regarding the critical importance of donor financial supporters plays a crucial role in attracting them to support sports. In line with this, Mane (2022) also introduces awareness and proper information as the main factor in attracting donor financial supporters for sports in another study. Additionally, Filo (2020) found that providing financial and tax incentives by governments can increase donors' motivation and willingness to invest in the sports domain. However, it appears that a significant gap exists in the current research literature. On one hand, many studies have only focused on examining challenges and barriers or have investigated successful experiences. On the other hand, fewer studies have comprehensively addressed practical and tailored solutions for optimally utilizing donors' potential in developing sports infrastructure, while considering each country's unique conditions and characteristics. This is a vital gap because not only can challenges be addressed, but custom solutions adapted to each country's circumstances must also be identified and implemented. Otherwise, this valuable opportunity will continue to be missed. While previous studies have highlighted the importance of donor participation in sports infrastructure development and identified some challenges and barriers, there is

a lack of comprehensive research that provides practical solutions tailored to the specific conditions and characteristics of each country. Most existing literature either focuses solely on examining the obstacles or analysing successful case studies, neglecting the need for an integrated approach that addresses both challenges and proposes contextualized solutions. This study aims to bridge this theoretical gap by identifying obstacles and challenges specific to the country's context, while also proposing practical solutions to optimize the utilization of donor capacity in sports infrastructure development. By adopting a holistic perspective, this research seeks to contribute to the existing knowledge by providing a framework that can guide policymakers and planners in designing effective strategies to attract and leverage donor support for sports infrastructure projects.

The development of sports infrastructure requires significant financial resources, which the government's financial capacity may be limited to provide. Therefore, private sector and donors' participation and investment can significantly compensate for the financial shortages. However, despite the importance and necessity of utilizing donors' capacity, there are still obstacles and challenges that hinder the optimal utilization of this capacity. Identifying these obstacles and providing solutions to overcome them is of great importance. This research has several significant aspects. Firstly, sports infrastructure development plays a key role in promoting physical activity and improving public health. Given the economic challenges and limitations of government resources, attracting private sector and donors' participation can be a valuable source for addressing the shortages in this field. On the other hand, it can help identify the obstacles and challenges in attracting donors' participation in the country and provide solutions to overcome them. Such understanding is a crucial step towards optimal utilization of this capacity and resources. Furthermore, the findings of this research can assist policymakers and planners in the sports field to design and implement more effective Solutions and programs to attract donors support. Ultimately, this will lead to increased investment in sports infrastructure and expanded access to sports facilities and services for all segments of society. Finally, success in this area can serve as a model for other sectors to utilize donors and private sector capacity in the development of necessary infrastructure. Therefore, the aim of this study is to identify solutions for utilizing donors' capacity in the development of sports infrastructure in the country, which can be a significant step towards facilitating donors' participation and accelerating the process of sports infrastructure development in the country.

His study contributes to the theoretical discourse on sports philanthropy and infrastructure development by adopting an integrative approach that bridges the gap between identifying challenges and proposing contextualized solutions. Drawing upon existing theories on donor motivations, resource mobilization, and public-private partnerships, this research extends the current understanding by exploring how these theoretical concepts can be applied and adapted to the specific context of the country. By analysing the unique socio-economic, cultural, and regulatory factors that

influence donor participation in sports infrastructure development, this study sheds light on the nuances and complexities that must be considered when devising strategies to harness the potential of private donors effectively. Furthermore, the proposed solutions and recommendations derived from this research can serve as a foundation for developing more comprehensive theoretical frameworks that guide the optimization of donor engagement in infrastructure projects across various sectors and settings.

2. Methodology

The philosophical paradigm and underlying assumption of this research is interpretive-constructivist. The research approach is inductive, employing a qualitative research strategy, and the content analysis technique is used. Given that the aim of this study is to identify solutions for utilizing the capacity of donors in the development of sports infrastructure in the country, the research is considered applied in terms of its objective. The target population of this research includes all sports professionals, managers, and individuals involved in donor sports activities. The participant selection criteria for this study included sports donors who have a history of constructing at least one sports facility, managers who have been in contact with sports donors or manage a facility built by sports donors, and individuals actively participating in sports philanthropy. Potential participants were initially identified through purposive sampling based on their relevant expertise and experience. Subsequently, a snowball sampling approach was employed, where the initial participants recommended other suitable candidates from their professional networks. This combination of purposive and snowball sampling ensured that a diverse range of perspectives and insights were captured. Sampling continued until theoretical saturation was reached, and when the number of interviews reached 17, theoretical saturation was achieved.

Theoretical saturation, a guiding principle in qualitative research, and refers to the point at which no new or relevant information emerges from additional data collection. In this study, the researcher employed an iterative process of data collection and analysis to determine when theoretical saturation was achieved. During the initial rounds of interviews, new themes and concepts related to leveraging donor support for sports infrastructure development emerged. The researcher carefully analysed and coded each interview, identifying and refining the emerging themes. As the interviews progressed, the researcher observed patterns and redundancies in the data, indicating that fewer new themes were emerging. After conducting 15 interviews, the researcher noted that the newly collected data was largely confirming the existing themes and concepts, with minimal additional insights. To ensure theoretical saturation was indeed reached, the researcher conducted two more interviews, bringing the total number to 17. The analysis of these final interviews did not yield any substantially new themes or information, suggesting that theoretical saturation had been achieved. The researcher thoroughly reviewed the coded data and themes to ensure that no new

perspectives or concepts were overlooked. By continuously analysing the data throughout the data collection process and monitoring the emergence of new themes, the researcher was able to determine that theoretical saturation was reached after 17 interviews. This iterative approach, combined with the researcher's expertise and judgment, allowed for a rigorous and comprehensive exploration of the research topic while ensuring that the data collection process was sufficient to capture the relevant perspectives and experiences of the participants.

Data collection was done through semi-structured and in-depth interviews. An interview protocol was developed, consisting of open-ended questions that allowed participants to share their experiences, challenges and perspectives on the use of donor support for sports infrastructure development. The interviews were conducted in a conversational format, enabling the researcher to explore more detailed responses and explore emerging themes. Before starting, the researcher asked permission from the interviewees to record the interview. The interview started by describing the demographic characteristics of the interviewees and then the main research questions were presented. Then, by asking the interviewees an open question, "Do you think there is something that you have not mentioned?" The interview ended. The duration of each interview was between 15 and 35 minutes. For the thematic analysis of the interview data, a combination of deductive and inductive approaches was adopted. Initially, a deductive coding process was employed, where an initial codebook was developed based on existing literature and theoretical frameworks related to sports philanthropy and infrastructure financing. Subsequently, an inductive approach was used, allowing the identification of new themes and sub-themes emerging from the participants' responses.

To ensure the validity of the research results, Lincoln and Guba's (1985) evaluation criteria, including credibility, transferability, and dependability, were considered. To examine credibility, the interviews were conducted in a standardized manner with open-ended responses and were consistent for all participants. Additionally, the credibility of the findings was enhanced through multiple and careful examination of the interview transcripts, and the coherence of participants' responses was analyzed. In the present study, the inter-coder agreement method was used to calculate the reliability of the interviews. For reliability calculation using inter-coder agreement, two coders (evaluators) were selected, and a doctoral student in sports management was asked to participate as a research collaborator (coder). The necessary training and techniques for coding the interviews were provided to the coder. In each interview, codes that were similar between the two individuals were labeled as "agreement," and codes that were dissimilar were labeled as "disagreement." Then, the researcher, along with the research collaborator, coded three interviews, and the percentage of inter-coder agreement, which serves as an indicator of reliability analysis, was calculated using the following formula. The results are presented in Table 1.

100x (total number of codes / 2x number of agreements) = reliability percentage

Table 1. Reliability results between two coders

Number of interviews	total codes	number of agreements	number of non-agreements	percentage of reliability
Three	15	5	3	66.66
Eleven	14	6	3	85.71
Seventeen	18	6	2	66.66
Total	47	17	8	73.01

As shown in Table 1, the total number of codes was 45, the total number of agreements between the codes was 17, and the total number of disagreements was 8. The reliability of the retest interviews conducted in this study, using the mentioned formula, was approximately 73%. Considering that this reliability exceeds 0.60 (Stemler, 2001), the trustworthiness of the coding's has been confirmed and is acceptable. The overall research process followed a systematic approach, which can be summarized in the following flowchart:

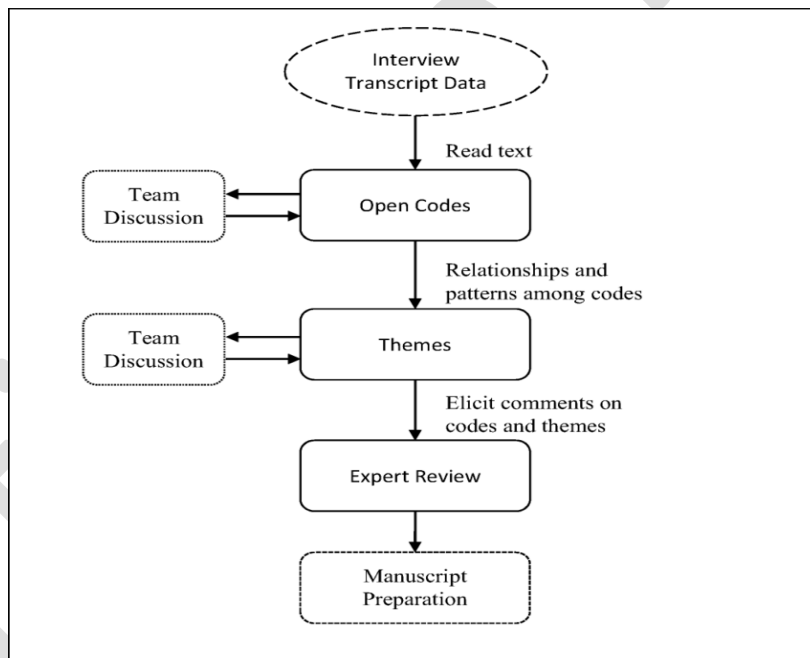


Figure 1. The process of conducting research using thematic analysis method

This flowchart provides a concise visual representation of the research process, enhancing the clarity and transparency of the methodological approach.

4. Results

As observed in Table 2, out of the 17 individuals interviewed, 3 were females and 14 were males. On the other hand, the age range of participants was between 38 and 71 years old. Additionally, seven of the participants were donors, five were members of the university faculty, and five were organizational managers who were in contact with the donors.

Table 2. Participant characteristics

Interviewee code	Gender	Age	Type of participant
P1	man	60	Donor
P2	women	38	Faculty members
P3	men	39	Donor
P4	men	47	Managers
P5	women	37	Faculty members
P6	men	45	managers
P7	women	50	Faculty members
P8	men	42	Donor
P9	men	62	Donor
P10	men	43	managers
P11	men	56	managers
P12	men	55	Donor
P13	men	48	faculty members
P14	men	59	faculty members
P15	men	49	managers
P16	men	52	Donor
P17	men	71	Donor

After coding based on the theme analysis method, 42 open codes were obtained, which were placed in 9 sub-themes and 5 main themes. It should be noted that after studying the interviews and reviewing them several times, sub-themes were extracted from the interviews and then the main themes were obtained according to the sub-themes. Table 3 shows an example of the interviews conducted for coding.

Table 3. An example of how to code based on one of the conducted interviews

The text of the interview	Detected codes
One of the approaches to attract donors towards sports is their attitude and perspective towards sports. The donors must first develop a comprehensive attitude towards sports-related issues. Once this attitude and belief is formed within the individual, they will understand that building a sports hall is as important as constructing a mosque, school, or hospital. Donors should personally experience the essence of sports, leading to an enhancement of their perspectives. Their presence at major domestic and international events, various award ceremonies, accompanying teams, interacting with athletes, being among athletes, and experiencing various aspects firsthand can serve as an effective strategy to guide donors towards the sports domain.	<ol style="list-style-type: none"> 1. Engaging donors 2. donors' Presence in Sports 3. Enhancing donors' Attitudes towards Sports

In Table 4, open codes and main and sub-topics of Solutions for using the capacity of donors in the development of the country's sports infrastructure are presented.

Table 4. An example of how to code based on one of the conducted interviews

Main	Subthemes	Codes
Legal and structural reforms	Process and administrative procedure reforms	Simplification of procedures and reduction of bureaucracy
		Facilitating the licensing process for charitable activities
		Improving coordination and inter-sectoral interaction
		Collaboration and coordination among organizations for the development, attraction, and retention of donors
		Increased attention of sports organizations to philanthropy
	Legal and regulatory reforms	Enhancing transparency of relevant laws
		Removing legal barriers to donors investment
		Establishing legal requirements for comprehensive support of donors
		Creating comprehensive and targeted laws for attracting and retaining donors
		Identifying the target community of donors for assistance
Improving management and planning	Developing comprehensive programs and models	Developing and disseminating comprehensive models for sports charities
		Preparing and voting on a comprehensive program for supporting sports donors
		Presenting a comprehensive program for the development of donors participation in sports
		Setting up long-term written programs for the involvement of relevant organizations
		Developing a program and roadmap for attracting more donors
		Identifying sports needs for donors participation
		Providing diverse solutions for donors participation based on their customs and culture
		Providing various options for donors participation based on their motivations and goals
		Planning for better coordination among organizations
		Human resource empowerment
	Improving interactions and support	
	Changing attitudes	Training and employing specialized personnel
		Conducting specialized training courses for managers
		Creating better communication mechanisms with managers
		Attracting special support from officials
Donors participation in decision-making		
Promotion and education	Strengthening the culture of supporting donors	
	Changing the attitudes of officials towards donors	
	Enhancing public trust in officials	
	Promoting the moral execution of support for sports	
	Promoting donors participation in sports	
Enhancing communication and awareness	Strengthening communication and awareness	Honoring and commemorating sports donors
		Promoting and highlighting centers built with the help of donors
		Organizing conferences and training courses
		Launching communication campaigns
		Producing media content about donors
Support and economic incentives	Support and economic incentives	Informing and educating donors
		Appropriate advertising by relevant organizations
		Reducing land acquisition costs
		Supporting sports equipment producers
		Financial support for the maintenance of sports facilities
		Providing loans and banking facilities
		Efforts to create awareness of proper use of donors assets
Transparency and awareness of proper use of donors assets		

The results in Table 3 indicate that from the analysis of qualitative data, 42 open codes were identified, which were categorized into 9 subthemes. From the obtained subthemes, 5 main themes were identified, including: legal and structural reforms (main themes: process and administrative procedure reforms, legal and regulatory reforms), improving management and planning (main themes: developing comprehensive programs and models, human resource empowerment, improving interactions and support), cultural transformation and enhancement (main themes: changing attitudes, promotion and education), enhancing communication and awareness (main theme: strengthening communication and awareness), and support and economic incentives (main theme: support and economic incentives).

One prominent theme that emerged was "Donor Engagement and Motivation in Sports Infrastructure." This theme encapsulated the factors that influence donors' motivations and willingness to contribute towards sports infrastructure projects. Subthemes included personal affinities towards sports, desires for community impact, and opportunities for brand recognition or corporate social responsibility initiatives.

Another theme, "Tailoring Infrastructure Projects for Donor Alignment," emphasized the importance of aligning sports infrastructure projects with the specific interests and preferences of potential donors. Subthemes explored strategies for matching project scopes, locations, and beneficiary groups with donors' philanthropic goals and target communities.

The theme "Governance and Transparency in Sports Infrastructure Philanthropy" highlighted the need for robust governance frameworks and transparent processes to foster trust and accountability in the utilization of donated funds for sports infrastructure development. Subthemes addressed issues such as financial reporting, project monitoring, and stakeholder engagement.

4. Discussion and conclusion

The aim of this research was to identify Solutions for utilizing the capacity of donors in developing sports infrastructure in the country. The results were categorized into 5 main themes: legal and structural reforms (main themes: process and administrative procedure reforms, legal and regulatory reforms), improving management and planning (main themes: developing comprehensive programs and models, human resource empowerment, improving interactions and support), cultural transformation and enhancement (main themes: changing attitudes, promotion and education), enhancing communication and awareness (main theme: strengthening communication and awareness), and support and economic incentives (main theme: support and economic incentives).

The research findings have revealed critical insights into leveraging the capacity of donors for the development of sports infrastructure in the country. The identification of five main themes – legal and structural reforms, management and planning improvements, cultural transformation and enhancement, strengthened

communication and awareness, and economic support and incentives – highlights the multidimensional nature of this endeavour. Each of these themes represents a crucial component that must be addressed to effectively harness the potential of donor participation.

The first finding was related to legal and structural reforms, with two main themes being process and administrative procedure reforms, and legal and regulatory reforms. In this regard, it can be mentioned that simplifying procedures and reducing bureaucracy, facilitating the licensing process for donors activities, improving coordination and intersectional interaction, collaboration and coordination among organizations for development, attracting and retaining donors, greater attention of sports organizations to philanthropy, enhancing transparency of relevant laws, removing legal barriers to donors investment, establishing legal requirements for comprehensive support of donors, and creating comprehensive and targeted laws for attracting and retaining donors were highlighted. The data from this research indicate that for effective engagement of donors in the development of sports infrastructure, serious reforms in the country's legal and institutional structures, including simplification of processes and administrative procedures and reform of relevant laws and regulations, are necessary. The legal framework and administrative structures can act as significant barriers or facilitators for private sector participation, including donors, in economic and developmental activities. Therefore, reforming and improving these infrastructures are essential for creating suitable platforms for attracting participation. The findings of this research are consistent with the results of Bannerjee (2006), Oloujou (2023), and Muzoro (2015). In this regard, Bannerjee (2006) highlights the impact of property rights and bureaucratic quality on private infrastructure investment, while Oloujou (2023) emphasizes the need for legal reforms to stimulate private investment in public infrastructure. Muzoro's study (2015) also demonstrates that private participation in infrastructure financing is influenced by factors such as corruption eradication and rule of law. The key findings of this research emphasize the need for serious reforms in the country's legal and administrative structures to facilitate and increase donors' participation in the development of sports infrastructure. Reforming existing processes and administrative procedures, as well as reviewing and improving the legal framework, are among the most important actions that should be taken in this regard. Therefore, it is essential for the government and relevant institutions to create the groundwork for the broader involvement of donors in the development of the country's sports infrastructure by adopting a serious approach and national determination. Facilitating and expediting administrative processes, clarifying regulations, and removing legal barriers can increase the motivation and willingness of donors to invest in this field. Furthermore, promotional and cultural development measures are necessary to institutionalize the value and importance of donors' participation in sports development within society. Creating transparency and accountability in the expenditure of donors' contributions is another

necessity that can build public trust and strengthen the motivation for participation. Ultimately, attracting the support and participation of donors alongside government resources can be a solution to many of the problems and deficiencies in the country's sports infrastructure.

The second finding was related to management and planning, with two main themes being comprehensive program and model development, and capacity building of human resources, improving interactions, and support. In this regard, it can be mentioned that defining the target community for soliciting assistance from donors, developing and disseminating a comprehensive model for sports charities, preparing and voting on a comprehensive program for supporting sports donors, presenting a comprehensive program for developing donors participation in sports, setting long-term plans for the participation of relevant organizations, setting a plan and roadmap to attract more donors, identifying sports needs for donors participation, offering diverse solutions for donors participation based on their customs and culture, presenting various options for donors participation based on their motivations and goals, planning for better coordination among organizations, training and employing specialized personnel, organizing specialized training courses for managers, establishing better communication mechanisms with managers, attracting special support from officials, and involving donors in decision-making were highlighted. The findings of this research indicate that for effective attraction and management of donors' participation in the development of the country's sports infrastructure, improvement in management and planning in this field is necessary. Developing a comprehensive program and model, capacity building of specialized human resources, and improving interactions and mutual support are among the most important sub-themes of this issue. A systematic and programmatic approach through the development of comprehensive models and programs can outline a clear vision and path for attracting and managing donors' participation. This emphasizes the importance of strategic management in attracting private sector investment in sports. On the other hand, capacity building of specialized human resources and improving interactions and mutual support are prerequisites for the successful implementation of programs. The results of this research are in line with Ajmal et al. (2023), and Giroir and Dabbari (2022). Ajmal et al. (2023) suggest that developing a comprehensive plan and model is one of the proposed solutions for attracting and managing donors' participation. Furthermore, capacity building of human resources and upgrading the knowledge and skills of managers are important factors in attracting donors' participation. In this context, Giroir and Dabbari (2022) support the role of management and planning in attracting private sector participation in sports. These findings can provide a basis for reviewing and reforming the management structures and processes related to attracting donors participation in the country's sports organizations. This can lead to increased efficiency and effectiveness in utilizing this important capacity. Therefore, to achieve effective attraction and management of

donors' participation in the development of sports infrastructure, it is necessary to improve management and planning in this field. Developing comprehensive programs and models, capacity building of specialized human resources, and enhancing necessary interactions and support are among the key Solutions in this path.

The third finding was related to the transformation and promotion of public culture, with two main themes of attitude change, promotion, and education. In this regard, it is possible to refer to strengthening the culture of supporting donors, changing the attitudes of officials towards donors, enhancing public trust in officials, promoting the spiritual performance of supporting sports, promoting the participation of donors in sports, commemorating and honoring sports donors, and promoting the centers built with the help of donors. The findings indicate that in order to successfully attract donors participation in the development of sports infrastructure, the transformation and promotion of public culture through attitude changes, promotion of donors values, and appropriate education are necessary. The culture and prevailing beliefs in a society can have a significant impact on individuals' motivations and behaviors. Promoting the values of goodness and philanthropy and providing necessary education can change traditional and outdated attitudes and thus enhance the motivation to participate in donors activities such as supporting sports infrastructure development. The findings of this study are consistent with the results of Atalai et al. (2023), Shab et al. (2023), Goyi et al. (2023), and Hogan et al. (2023). Atalai et al. (2023) believe that promoting a culture of participation and increasing donors' awareness of its importance and positive effects are important Solutions for donors' participation in sports. On the other hand, Shab et al. (2023) state that changing the negative attitudes of individuals and managers is also crucial in this regard. Goyi et al. (2023) found that the lack of public awareness about the benefits of humanitarian participation in sports is a major obstacle that needs to be addressed through education and promotion. In this regard, Hogan et al. (2023) believe that traditional and stereotypical views about private sector participation in sports infrastructure should also change. The findings of this research emphasize the need to simultaneously pay attention to cultural dimensions alongside other dimensions in order to attract donors' participation in sports infrastructure development. Attitude changes, promotion of donors values, and education in this area are prerequisites for cultural transformation and, consequently, increased donors participation in sports. Therefore, in addition to legal and structural reforms and the development of comprehensive management programs, cultural and promotional actions should also be prioritized. Creating a transformation in public attitudes and beliefs regarding philanthropy and its positive effects on the development of the country's infrastructure can provide a basis for attracting broader donors' participation in the field of sports. Therefore, extensive educational and promotional activities in society and the media, focusing on raising public awareness about the importance and necessity of donors' participation in national affairs, as well as introducing successful models and examples in this field, should be seriously

considered. The coordination of government and public efforts in promoting culture can pave the way for the achievement of goals in the development of sports infrastructure with donors' participation. Thus, a comprehensive and multidimensional approach that encompasses legal, managerial, and cultural dimensions can provide a suitable platform for maximizing public donors' participation in the balanced development of sports infrastructure in the country.

The fourth finding related to strengthening information dissemination and awareness was focused on enhancing information dissemination and awareness. In this regard, holding conferences and training courses, launching information campaigns, producing media content about donors, informing and educating donors, and appropriate advertising by relevant organizations can be mentioned. The findings of this research indicate that proper information dissemination and awareness about the role and importance of donors' participation in the development of sports infrastructure are key factors in attracting and effectively utilizing donors' capacity. Insufficient awareness of opportunities and the importance of a subject can reduce individuals' motivation and participation. Therefore, extensive information dissemination and increasing awareness about the valuable role of donors in the development of the country's sports can be a way to increase their motivation and participation. The results of this study are consistent with the findings of Pandandini (2023), Yaghoubi and Azroudi (2021), and Maneh (2022). Pandandini (2023) showed that the research findings indicate that increasing awareness and providing appropriate information about the importance of donors' participation is crucial in attracting financial supporters of sports. Yaghoubi and Azroudi (2021) believe that the lack of information is recognized as one of the main obstacles, and the need for actions to increase donors' awareness of sports is emphasized. Additionally, Maneh (2022) considers the importance of awareness and appropriate information as a key factor in attracting financial supporters of sports. Therefore, it is consistent with the findings that increasing awareness and information dissemination can be an effective solution in attracting financial supporters of sports. The findings of this study can provide the basis for planning and implementing appropriate information dissemination actions by sports organizations to familiarize the public with the subject of donors and sports. This can significantly contribute to increasing donors' participation in this field. Therefore, it is necessary for sports authorities in the country to prioritize comprehensive and targeted information dissemination and awareness campaigns. Utilizing the capacity of mass media, social networks, and educational platforms can be effective in this regard. Introducing successful domestic and international patterns and examples of donors' participation in sports development, explaining the positive effects of this issue in various social, economic, and cultural dimensions, as well as describing the processes and methods of participation, can have a significant impact on increasing public awareness. Alongside media actions, organizing workshops, conferences, and educational sessions for various segments of society, including active

and potential donors, can also be effective in raising awareness and promoting a correct understanding of the importance and position of donors' participation in sports. Increasing awareness and fostering proper culture in this regard will pave the way for creating a widespread social movement and attracting extensive support and participation from donors, which can significantly increase the speed and depth of sports infrastructure development in the country.

The latest finding was related to economic support and incentives, which focused on economic support and incentives. In this regard, reducing land acquisition costs, supporting sports equipment producers, providing financial support for the maintenance of sports facilities, granting loans and banking facilities, promoting proper consumption of charitable properties, and increasing transparency and awareness regarding the proper utilization of donors' assets can be mentioned. The findings of this research indicate that the implementation of appropriate economic support and incentives by the government is a facilitating factor in attracting and increasing donors' participation in sports infrastructure development. Economic motivations and financial facilities can increase the attractiveness and cost-effectiveness of donors' participation in sports development projects. The findings of this study are consistent with the results of Yaghoubi and Azroudi (2022), Filo (2020), and Ko et al. (2014). Yaghoubi and Azroudi (2022) showed that providing financial incentives and tax exemptions for donors can create incentives for the private sector to engage in sports. Filo (2020) found that providing financial and tax incentives by the government can increase the motivation and willingness of donors to invest in sports. In a similar vein, Ko et al. (2014) believed that ensuring security for donors in sports investment, along with necessary support such as appropriate facilities, exemptions, and tax incentives, can be an incentive for the private sector to participate in sports. This finding can provide a roadmap for policymakers to design and implement suitable supportive measures and economic incentives to attract more donors in sports development. Taxes, loans, discounts, and other financial instruments can be among these measures. Given the findings of this research, it is necessary to consider appropriate economic support and incentives for donors to enhance their motivation for participation in sports infrastructure development. However, this should be accompanied by other non-economic measures and Solutions. Therefore, it is essential for the government and relevant institutions to review existing financial and tax regulations and formulate a comprehensive package of economic support and incentives to attract and encourage active donors in the field of sports. Granting exemptions and tax deductions, cash and non-cash rewards, and providing special facilities can be included in this package. It is also important to communicate and disseminate these incentives widely so that donors and sports enthusiasts become aware of their motivating effects. Designing and implementing transparent and fair mechanisms for donors to benefit from these supports are also fundamental requirements in this process.

Conclusion

In conclusion, this study has demonstrated the necessity of adopting a comprehensive approach to optimally utilize the capacity of donors in the development of the country's sports infrastructure. Addressing legal and institutional barriers, enhancing management practices, fostering a supportive cultural environment, raising awareness and engagement, and providing economic incentives are all critical elements that must be collectively pursued. The findings underscore the importance of a coordinated effort involving policymakers, sports organizations, donors, and other stakeholders. By implementing the proposed solutions and recommendations, the country can unlock the potential of donor support, accelerate the development of sports facilities, and promote increased participation in physical activities for the betterment of societal well-being.

The key takeaways from this study underscore the pivotal role that donors can play in driving the development of sports infrastructure within the country. By implementing a multifaceted approach addressing legal reforms, strategic planning, cultural promotion, awareness-raising, and economic incentives, the nation can unlock the immense potential of philanthropic support. Furthermore, this research paves the way for future studies to delve deeper into specific aspects and develop tailored implementation frameworks for different regions or sports disciplines. Continuous collaboration between policymakers, sports organizations, academics, and donor communities will be essential to refine and optimize the strategies for harnessing this valuable resource. Ultimately, by fostering an environment that encourages and facilitates donor participation, the country can accelerate the expansion of sports facilities, promote active lifestyles, and enhance the overall well-being of its citizens.

Research Limitations and Future Directions

While this study provides valuable insights into leveraging donor capacity for sports infrastructure development, it is essential to acknowledge its limitations and identify areas for further exploration. One limitation lies in the qualitative nature of the research, which focused on the perspectives of a specific group of stakeholders within the country's sports sector. Future studies could incorporate quantitative methods or mixed-methods approaches to obtain a more comprehensive understanding of the phenomenon.

Additionally, this research focused on the national context of the country, and the findings may not be directly applicable to other with different socio-economic, cultural, and regulatory environments. Cross-cultural or comparative studies could shed light on the generalizability of the proposed solutions and their adaptability to diverse contexts.

Furthermore, while this study addressed the broader aspects of donor participation in sports infrastructure development, future research could delve into specific areas, such as the role of corporate social responsibility initiatives, the potential of crowd funding platforms, or the impact of public-private partnerships in this domain.

Lastly, as the landscape of sports philanthropy and infrastructure financing continues to evolve, longitudinal studies or periodic assessments would be beneficial to capture emerging trends, challenges, and best practices over time.

Potential research proposals stemming from this study include:

1. A mixed-methods study combining qualitative and quantitative approaches to comprehensively assess the factors influencing donor participation in sports infrastructure development across multiple regions.
 2. A comparative study examining the differences and similarities in donor engagement strategies and their effectiveness across various cultural contexts or levels of economic development.
 3. An in-depth investigation into the role of corporate social responsibility initiatives in sports philanthropy, exploring the motivations, challenges, and best practices for businesses to contribute to infrastructure projects.
 4. A longitudinal study tracking the evolution of donor participation in sports infrastructure development over an extended period, identifying emerging trends, challenges, and the long-term impact on community well-being.
 5. An evaluation of the effectiveness of various public-private partnership models in facilitating donor involvement and investment in sports infrastructure projects, highlighting successful case studies and lessons learned.
 6. A study exploring the potential of crowd funding platforms and digital technologies in revolutionizing the process of attracting and managing donor support for sports infrastructure initiatives, particularly in resource-constrained settings.
 7. An investigation into the role of policy interventions, regulatory frameworks, and incentive structures in fostering an enabling environment for donor participation in sports infrastructure development, drawing insights from multiple national contexts.
- By acknowledging these limitations and suggesting future research directions, this study contributes to the ongoing discourse and paves the way for further advancements in understanding and optimizing the utilization of donor capacity for sports infrastructure development worldwide.

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