



## Identification of Solutions for Utilizing Donors' Capacity as Non-commercial Partners in Sports Infrastructure Development

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### ABSTRACT

**Purpose:** Given donors' significant capacity and potential to contribute to sports infrastructure development in the country, identifying suitable and practical Solutions for leveraging this capacity is of utmost importance. Therefore, this research aims 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 sports 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 acceptability, transferability, confirmability, and retest.

**Findings:** The data analysis yielded 42 open codes, 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. Sports organizations and donors can make the most of this valuable capacity by employing these Solutions.

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

### Keywords

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Donors' Capacity  
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## 1. Introduction

Sports and physical activity are fundamental elements of a healthy, disease-free lifestyle. These activities play a significant role in maintaining individuals' physical and mental well-being. Participating in sports improves people's social and movement skills, self-esteem, and leads their lifestyles toward 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 et al., 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, quality sports facilities can reduce barriers to exercise and provide a platform for promoting a sports culture in society (Eime et al., 2015). Donors are pivotal in supporting various sectors through their philanthropic contributions, including sports. 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 the development of sports infrastructure (Babiak & Yang, 2022).

Motivations driving donors include personal interests, social responsibility, and a desire to promote physical activity and healthy lifestyles within communities (Palmer et al., 2022). 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 et al., 2022). Developing sports infrastructure is essential for supporting professional and championship sports and ensuring public access to sports spaces. This, in turn, leads to increased participation in physical activities and ultimately improves the community's overall health (Balan, 2023). Therefore, considering the numerous benefits of sports and the importance of sports infrastructure in promoting an active lifestyle, investment in this area should be 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 citizens' health and enhancing the quality of life in any community (Aslam et al., 2023). Governments play a vital role in supporting, planning, and investing in sports infrastructure. Through budget allocation and the allocation of public resources, they can significantly contribute to developing sports facilities and amenities (Veal et al., 2012). Despite government efforts to develop sports infrastructure, they often need help with severe challenges and limitations. One of the most significant obstacles is more financial resources and a sufficient budget. Governments are usually obligated to fund 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 must be continuously renovated and refurbished to meet the community's

increasing needs (Pfleegor & Seifried, 2014). As a result of these challenges, governments often need help in developing 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 provide a valuable source of funding to address 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 constructing and equipping new sports facilities or renovating and improving existing ones (Wicker et al., 2015). The presence and involvement of donors in this field can yield 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 growth (Spenceley & Meyer, 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 (Yaghobi et al., 2021). Donors can be wealthy individuals, corporations, charitable institutions, or any other entity interested in investing in various fields, including sports. Donors' participation and support can be crucial in developing sports infrastructure. They can significantly contribute by providing the necessary financial resources to construct new sports facilities, equip and renovate existing facilities, and support programs and sports events (Gadai, 2020). 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, and the creation of new opportunities for economic development and job creation (Collison et al., 2019). Furthermore, donor 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).

In recent decades, many countries have faced challenges in developing and maintaining adequate sports infrastructure due to limited government resources (Hone 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 governments' financial constraints (Walters & Tacon, 2010). However, the potential of philanthropy in sports infrastructure development needs to be utilized more effectively due to various factors, such as the lack of proper planning, regulatory frameworks, and incentivization mechanisms (Anagnostopoulos, 2014). Identifying effective solutions for harnessing the potential of individuals and private donors in sports infrastructure development is paramount. It can serve as a valuable funding source and resource 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 are pivotal in expanding sports infrastructure (Collison et al., 2019). Numerous barriers stand in the way, ranging from the need for more legal frameworks and tax incentives to the scarcity of necessary trust and transparency, deficiencies in planning, and the absence of appropriate mechanisms (Palmer, 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 critical 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 participation. Moreover, Pandandini's findings (2023) indicate that raising awareness and providing proper information regarding the critical importance of donor financial supporters play a crucial role in attracting them to support sports. In line with this, Mane (2022) also introduces awareness and proper information as the main factors in attracting donor financial supporters for sports in another study.

Additionally, Filo et al. (2020) found that providing financial and tax incentives by governments can increase donors' motivation and willingness to invest in the sports domain. However, a significant gap appears in the current research literature. On the one hand, many studies have focused only 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 challenges can be addressed, and 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, more comprehensive research must be conducted that provides practical solutions tailored to each country's specific conditions and characteristics. Most existing literature focuses solely on examining the obstacles or analyzing 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 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 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 may limit the government's economic capacity. Therefore, participation from the private sector and donor investments can significantly compensate for financial shortages. However, despite the importance and necessity of utilizing donor capacity, obstacles and challenges 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 is crucial for promoting physical activity and improving public health. Given the economic challenges and limitations of government resources, attracting participation from the private sector and donors 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 optimizing this capacity and resources. Furthermore, the findings of this research can assist policymakers and planners in the sports field in designing and implementing 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 the private sector's capacity to develop the necessary infrastructure. Therefore, this study aims to identify solutions for utilizing donors' capacity to develop 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 country's specific context. By analyzing 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 effectively harness the potential of private donors. Furthermore, this research's proposed solutions and recommendations can serve as a foundation for developing more comprehensive theoretical frameworks to optimize donor engagement in infrastructure projects across various sectors and settings.

## 2. Methodology

From The philosophical paradigm and underlying assumption of this research are interpretive-constructivist. The inductive research approach employs a qualitative research strategy and uses the content analysis technique. Given that this study aims to identify solutions for utilizing the capacity of donors in developing 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 include sports donors with a history of constructing at least one sports facility, managers who have been in contact with sports donors or who 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 a diverse range of perspectives and insights was 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, is the point at which no new or relevant information emerges from additional data collection. In this study, the researcher employed an iterative data collection and analysis process 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 analyzed 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 emerged. After conducting 15 interviews, the researcher noted that the newly collected data confirmed the existing themes and concepts with minimal additional insights. To ensure theoretical saturation was reached, the researcher conducted two more interviews, bringing the total number to 17. The analysis of these final interviews yielded only a few substantially new themes or pieces of information, suggesting that theoretical saturation had been achieved. The researcher thoroughly reviewed the coded data and themes to ensure no new perspectives or concepts were overlooked. By continuously analyzing the data throughout the data collection process and monitoring the emergence of new themes, the researcher determined 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 conducted 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 using donor support for sports infrastructure development. The conversational interviews enabled the researcher to explore more detailed responses and emerging themes. Before starting, the researcher asked permission from the interviewees to record the interview. The interview began 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 you have not mentioned?" the interview concluded. The duration of each interview was between 15 and 35 minutes. A combination of deductive and inductive approaches was adopted for the thematic analysis of the interview data. 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 to identify new themes and sub-themes emerging from the participants' responses.

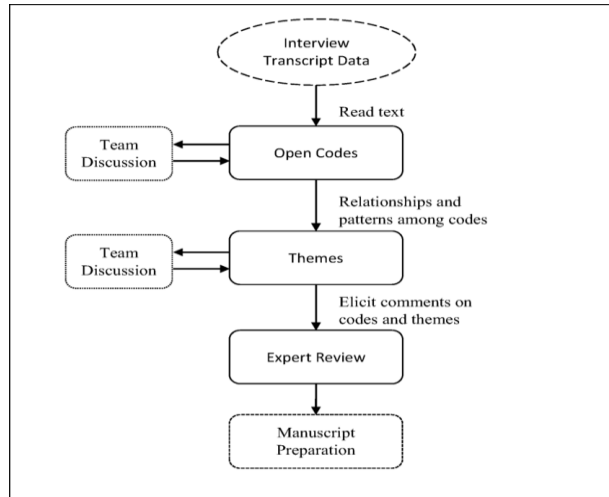
Lincoln & Guba (1985) evaluation criteria were considered to ensure the validity of the research results, including credibility, transferability, and dependability. To examine credibility, the interviews were standardized with open-ended responses and were consistent for all participants. Additionally, the credibility of the findings was enhanced through multiple, careful examinations 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, similar codes assigned by the two individuals were labeled "agreement," while dissimilar codes were labeled "disagreement." Then, the researcher and 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.

$$100 \times (\text{total number of codes} / 2 \times \text{number of agreements}) = \text{reliability percentage}$$

**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, 2000), the trustworthiness of the coding has been confirmed and is considered 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 a thematic analysis method.

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

### 3. 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 participants were donors, five were university faculty members, 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, placed in 9 sub-themes and five main themes. It should be noted that after reviewing the interviews several times, sub-themes were extracted, and 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 multiple aspects firsthand can serve as an effective strategy to guide donors toward the sports domain.	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' capacity to develop 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

Main	Subthemes	Codes	
		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	Training and employing specialized personnel	
		Conducting specialized training courses for managers	
	Improving interactions and support	Creating better communication mechanisms with managers	
		Attracting exceptional support from officials	
		Donors' participation in decision-making	
	Cultural transformation and enhancement	Changing attitudes	Strengthening the culture of supporting donors
			Changing the attitudes of officials toward donors
			Enhancing public trust in officials
		Promotion and education	Promoting the moral execution of support for sports
			Promoting donors' participation in sports
			Honoring and commemorating sports donors
	Enhancing communication and awareness	Strengthening communication and awareness	Promoting and highlighting centers built with the help of donors
Organizing conferences and training courses			
Launching communication campaigns			
Producing media content about donors			
Informing and educating donors			
Appropriate advertising by relevant organizations			
Support and economic incentives	Support and economic incentives	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 the proper use of donors' assets	
		Transparency and awareness of proper use of donors' assets	

The results in [Table 3](#) indicate that from the qualitative data analysis, 42 open codes were identified, which were categorized into nine subthemes. From the obtained subthemes, five 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 (central theme: strengthening communication and awareness), and support and economic incentives (central theme: support and financial incentives). A prominent theme emerged: "Donor Engagement and Motivation in Sports Infrastructure." This theme encapsulated the factors influencing donors' motivations and willingness to contribute to 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 potential donors' specific interests and preferences. 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 utilizing donated funds for sports infrastructure development. Subthemes addressed financial reporting, project monitoring, and stakeholder engagement issues.

#### **4. Discussion and conclusion**

This research aimed to identify solutions for utilizing the capacity of donors to develop sports infrastructure in the country. The results were categorized into five 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 (central theme: strengthening communication and awareness), and support and economic incentives (central theme: support and financial incentives).

The research findings have revealed critical insights into leveraging donors' capacity for the development of sports infrastructure in the country. Identifying 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 theme represents a crucial component that must be addressed to harness the potential of donor participation effectively.

The first finding was related to legal and structural reforms, with two main themes being process and administrative procedure and legal and regulatory reforms. In this regard, it can be mentioned that simplifying procedures and reducing bureaucracy, facilitating the licensing process for donor activities, improving coordination and intersectional interaction, enhancing collaboration among development organizations, attracting and retaining donors, increasing the attention of sports organizations to philanthropy, enhancing the transparency of relevant laws, removing legal barriers to donor 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 developing sports infrastructure, significant reforms in the country's legal and institutional structures, including simplifying processes and administrative procedures and reforming relevant laws and regulations, are necessary. The legal framework and administrative structures can be significant barriers or facilitators for private sector participation in economic and developmental activities, including those of donors.

Therefore, reforming and improving these infrastructures is essential for creating suitable platforms for attracting participation. The findings of this research are consistent with the results of [Banerjee et al. \(2006\)](#), [Oluyeju \(2023\)](#) and [Moszoro et al. \(2015\)](#). In this regard, [Banerjee et al. \(2006\)](#) highlights the impact of property rights and bureaucratic quality on private infrastructure investment. [Oluyeju \(2023\)](#) emphasizes the need for legal reforms to stimulate private investment in public infrastructure. [Moszoro et al.'s study \(2015\)](#) also demonstrates that the eradication of corruption and the rule of law influence private participation in infrastructure financing. The key findings of this research emphasize the need for significant reforms in the country's legal and administrative structures to facilitate and increase donor participation in developing sports infrastructure. Reforming existing processes and administrative procedures, along with reviewing and improving the legal framework, are among the most critical actions that should be taken. Therefore, the government and relevant institutions need to build the foundation for broader donor involvement in developing the country's sports infrastructure by adopting a concerted approach and national determination. Facilitating and expediting administrative processes, clarifying regulations, and removing legal barriers can enhance 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 to build public trust and strengthen the motivation for participation. Ultimately, attracting the support and involvement of donors alongside government resources can solve many 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, 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 donor participation in sports, setting long-term plans for the involvement of relevant organizations, establishing a strategy and roadmap to attract more donors, identifying sports needs for donor participation, offering diverse solutions for donor participation based on their customs and culture, presenting various options for donor 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 exceptional support from officials, and involving donors in decision-making were highlighted. The findings of this research indicate that to compellingly attract and manage donor participation in developing 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 essential sub-themes of this issue. A systematic and

programmatic approach by developing comprehensive models and programs can outline a clear vision and path for attracting and managing donor 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 align with [Ajmal et al. \(2023\)](#) and [Yaghobi et al. \(2021\)](#). [Ajmal et al. \(2023\)](#) suggest that developing a comprehensive plan and model is one of the proposed solutions for attracting and managing donor participation. Furthermore, capacity building of human resources and upgrading the knowledge and skills of managers are essential factors in attracting donor involvement. In this context, [Yaghobi et al. \(2021\)](#) 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 donor involvement in the country's sports organizations. This can lead to increased efficiency and effectiveness in utilizing this critical capacity. Therefore, it is necessary to improve management and planning in this field to achieve compelling attraction and management of donor participation in developing sports infrastructure. Developing comprehensive programs and models, capacity building of specialized human resources, and enhancing essential interactions and support are among the critical solutions on this path.

The third finding was related to transforming and promoting public culture, with two main themes: 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 honouring sports donors, and promoting the centers built with the help of donors. The findings indicate that to successfully attract donors' participation in developing sports infrastructure, transforming and promoting public culture through attitude changes, promoting donors' values, and providing appropriate education are necessary. A society's culture and prevailing beliefs can significantly impact individuals' motivations and behaviors. Promoting the values of goodness and philanthropy and providing essential education can change traditional and outdated attitudes and, thus, enhance the motivation to participate in donor activities such as supporting sports infrastructure development. The findings of this study are consistent with the results of [Atalay & Švagždienė \(2023\)](#), [Schwab et al. \(2022\)](#), [Gui et al. \(2023\)](#) and [Hogan et al. \(2023\)](#). [Atalay & Švagždienė \(2023\)](#) believe that promoting a culture of participation and increasing donors' awareness of its importance and positive effects are meaningful solutions for donors' involvement in sports.

On the other hand, [Schwab et al. \(2022\)](#) state that changing the negative attitudes of individuals and managers is also crucial in this regard. [Gui et al. \(2023\)](#) found that the need for more public awareness about the benefits of humanitarian participation in sports is a significant obstacle that must 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 and other dimensions to attract donors' involvement in sports infrastructure development. Attitude changes, promoting donors' values, and education in this area are prerequisites for cultural transformation and increased donor participation in sports. Therefore, cultural and promotional actions should also be prioritized in addition to legal and structural reforms and the development of comprehensive management programs. Creating a transformation in public attitudes and beliefs regarding philanthropy and its positive effects on developing the country's infrastructure can provide a basis for attracting broader donor participation in sports. Therefore, extensive educational and promotional activities in society and the media should be seriously considered, focusing on raising public awareness about the importance and necessity of donor participation in national affairs and introducing successful models and examples in this field. Coordinating government and public efforts to promote culture can pave the way for achieving goals in developing sports infrastructure with donor participation. Thus, a comprehensive and multidimensional approach encompassing legal, managerial, and cultural dimensions can provide a suitable platform for maximizing public donors' involvement in the country's balanced development of sports infrastructure.

The fourth finding related to strengthening information dissemination and awareness 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 of the role and importance of donor participation in the development of sports infrastructure are critical factors in attracting and effectively utilizing donors' capacity. Insufficient awareness of opportunities and a subject's importance can reduce individuals' motivation and participation. Therefore, extensive information dissemination and increased awareness of the valuable role of donors in developing the country's sports can enhance their motivation and participation. The results of this study are consistent with the findings of [Pandandini \(2023\)](#), [Yaghobi & Forghani Ozrudi \(2021\)](#) and [Mane \(2022\)](#). [Pandandini \(2023\)](#) showed that the research findings indicate that increasing awareness and providing appropriate information about donor participation is crucial in attracting financial supporters of sports. [Yaghobi & Forghani Ozrudi \(2021\)](#) believe that the lack of information is recognized as one of the main obstacles, and the need for actions to increase donor awareness of sports is emphasized.

Additionally, [Mane \(2022\)](#) considers the importance of awareness and appropriate information as critical factors in attracting financial supporters of sports. Therefore, this is consistent with the findings that increasing awareness and information dissemination can be effective solutions for attracting financial supporters of sports. The findings of this study can provide the basis for planning and implementing suitable information dissemination actions by sports organizations to familiarize the public with the subject of donors and sports. This can significantly contribute to increasing donor participation in this field. Therefore, sports authorities in the country must 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 models and examples of donor participation in sports development, explaining the positive effects of this issue in various social, economic, and cultural dimensions, and describing the processes and methods of involvement can significantly impact public awareness. Alongside media actions, organizing workshops, conferences, and educational sessions for various segments of society, including active and potential donors, can raise awareness and promote a correct understanding of donor participation in sports. Increasing awareness and fostering a 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 enhance 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 maintaining sports facilities, granting loans and banking facilities, promoting appropriate consumption of charitable properties, and increasing transparency and awareness regarding the proper utilization of donors' assets can be mentioned. This research's findings indicate that the government's implementation of practical economic support and incentives facilitates attracting and increasing donors' participation in sports infrastructure development. Economic motivations and financial facilities can enhance the attractiveness and cost-effectiveness of donors' participation in sports development projects. The findings of this study are consistent with the results of [Yaghobi and Forghani Ozrudi \(2021\)](#), [Filo et al. \(2020\)](#), and [Ko et al. \(2014\)](#). [Yaghobi & Forghani Ozrudi \(2021\)](#) showed that financial incentives and tax exemptions for donors can create incentives for the private sector to engage in sports. [Filo et al. \(2020\)](#) found that providing government financial and tax incentives can enhance donors' motivation and willingness to invest in sports.

Similarly, [Ko et al. \(2014\)](#) believe that ensuring security for donors in sports investment, along with necessary support such as appropriate facilities, exemptions, and tax incentives, can incentivize the private sector to participate in sports. This finding provides a roadmap for policymakers to design and implement suitable supportive measures and economic incentives to attract more donors to sports development. Taxes, loans, discounts, and other financial instruments may 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 participating in sports infrastructure development. However, this should be accompanied by other non-economic measures and solutions. Therefore, the government and relevant institutions need 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. Communicating and disseminating these incentives widely is essential so donors and sports enthusiasts become aware of their motivating effects. Designing and implementing transparent and

fair mechanisms for donors to benefit from these supports is also a fundamental requirement in this process.

In conclusion, this study has demonstrated the necessity of adopting a comprehensive approach to optimally utilize donors' capacity to develop 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 to improve 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 that addresses 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 among 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.

## 5. Research and practical implications

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 or mixed-method approaches to obtain a more comprehensive understanding of the phenomenon. Additionally, this research focused on the country's national context, and the findings may only be directly applicable to some regions with different socio-economic, cultural, and regulatory environments. Cross-cultural or comparative studies could illuminate the proposed solutions' generalizability and 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 crowdfunding 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- This is an in-depth investigation into the role of corporate social responsibility initiatives in sports philanthropy, exploring the motivations, challenges, and best practices for businesses contributing 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 crowdfunding platforms and digital technologies in revolutionizing 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.

This study contributes to the ongoing discourse by acknowledging these limitations and suggesting future research directions. It paves the way for further advancements in understanding and optimizing the utilization of donor capacity for sports infrastructure development worldwide.

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## شناسایی راهکارهای استفاده از ظرفیت خیرین به عنوان شرکای غیرتجاری در توسعه زیرساخت‌های ورزشی کشور

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### کلیدواژه

اقتصادی  
توسعه  
راهکارها  
زیرساخت ورزشی  
ظرفیت خیرین  
نوآوری

### نوع مقاله

پژوهشی

### چکیده

**هدف:** با توجه به ظرفیت و پتانسیل بالای خیرین برای مشارکت در توسعه زیرساخت‌های ورزشی در کشور، شناسایی راهکارهای مناسب و عملیاتی برای بهره‌گیری از این ظرفیت از اهمیت ویژه‌ای برخوردار است. لذا هدف پژوهش حاضر شناسایی راهکارهای استفاده از ظرفیت خیرین در توسعه زیرساخت‌های ورزشی کشور می‌باشد.

**روش:** این پژوهش به شیوه کیفی انجام شد و برای تحلیل داده‌ها 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. نمونه‌گیری به صورت هدفمند و گلوله برفی انجام شد که با ۱۷ مصاحبه به اشباع نظری رسید. به‌منظور گردآوری اطلاعات از مصاحبه نیمه ساختاریافته استفاده شد که به‌صورت ارتباط مستقیم و به‌صورت تماس تلفنی انجام شد. برای سنجش روایی و پایایی از مقبولیت، قابلیت انتقال، تأییدپذیری و باز آزمون استفاده شد.

**یافته‌ها:** از تجزیه و تحلیل داده‌ها 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 برنامه‌ریزی، تحول و ارتقای فرهنگ عمومی، تقویت اطلاع‌رسانی و آگاهی‌بخش، حمایت‌ها و مشوق‌های اقتصادی دسته‌بندی شدند. یافته‌های این پژوهش، مجموعه‌ای غنی از راهکارها و ابزارهای کارآمد را برای جذب حداکثری مشارکت خیرین در توسعه زیرساخت‌های ورزشی ارائه می‌کند. با بهره‌گیری از این راهبردها، سازمان‌های ورزشی و خود خیرین می‌توانند به بهترین شکل ممکن از این ظرفیت ارزشمند بهره‌مند شوند.

**اصالت و ابتکار مقاله:** یافته‌های تحقیق بینش‌های منحصر به فردی را در مورد انگیزه‌ها، چالش‌ها و مشارکت‌های بالقوه نیکوکاران در پیشبرد طرح‌های توسعه ورزشی ارائه می‌دهد. همچنین، این مطالعه چارچوبی نوآورانه را برای مشارکت مؤثر و همکاری با سازمان‌های بشردوستانه برای هدایت رشد زیرساخت‌های ورزشی پیشنهاد می‌کند.

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